

TOUR OF DUTY:
CHURCH AND MARKETPLACE AS CATALYSTS FOR A NEW PARADIGM OF
WARRIOR MINISTRY

A THESIS
SUBMITTED TO THE FACULTY OF
GORDON-CONWELL THEOLOGICAL SEMINARY
IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE DEGREE
DOCTOR OF MINISTRY

BY
THOMAS WATSON
MAY 2016

Copyright © 2016 by Thomas Watson. All Rights Reserved.

To My Dad...the warrior who served honorably, in the U.S. Navy and the Church, and is now in the presence of The Great Warrior. Thank you for raising me to be a warrior for Christ.

To My Tribe...Jackie, Caleb, Karis and Zeke who love me with reckless abandon and make me a much better man than I ever could be without them. I love you more than I know how to describe.

A person standing alone can be attacked and defeated, but two can stand back-to-back
and conquer. Three are even better, for a triple-braided cord is not easily broken.

—*Ecclesiastes 4:12*

CONTENTS

ILLUSTRATIONS	vi
ACKNOWLEDGMENTS	vii
ABSTRACT	ix
Chapter 1. The Problem with Warrior Soul Care	1
Chapter 2. Research and Literature Review of Warrior Soul Care Providers	30
Chapter 3. Theological Framework for Warrior Soul Care	74
Chapter 4. A Solution for Warrior Soul Care: Tour of Duty Leadership Network and Tour of Duty Tribe	95
Chapter 5. Church-Based Pilot Program for Warrior Soul Care	111
APPENDIX	
PTSD Seminar—Goldsboro, NC	125
PTSD Conference Survey	129
BIBLIOGRAPHY	133
VITA	136

ILLUSTRATIONS

Figure

1.Summary of the Top Five Issues

7

ACKNOWLEDGMENTS

Until the fall of 2007, I had no idea I would be venturing into the noble path of military ministry. All I knew was, I had six years of experience as an enlisted soldier, a Master of Divinity degree, and a humble but compelling State Chaplain of the North Carolina National Guard extending an invitation to embrace a life of risk and reward in the name of Christ. Of course, the Holy Spirit played a huge role in a new ministry that would demand more of me than I had ever demanded of myself, and would take me to places in the world I never knew existed. I owe a debt of gratitude to Chaplain Colonel Larry Jones, NCARNG, Retired, for allowing me to serve alongside some the best pastors and missionaries in the world.

Fast forward, four years later: after a lengthy deployment to Iraq, and a revised outlook on life and theology, I was compelled to grow in my understanding of faith as it pertains to the areas of leadership and work. Through a lot of soul searching, and I believe, a divine appointment, I stumbled into two of the finest academics, and men of God, I have ever encountered. Dr. David Gill and Dr. Al Erisman gave me unconditional love, encouragement, and support to document and work out the burden for men and women of war that was burning in my heart and yearning to be released on paper. And they not only dared me to raise my level of faith and vision but took me to places like Wall Street, the Boeing Corporation, and the trash dump of Tegucigalpa to see others the way Jesus sees them. I am forever indebted to them for their willingness to walk with me in this incredible journey of faith. Their work in the areas of leadership and ethics, as it pertains to the church and our work in this world, spurred a new zeal in me to apply the same concepts to my ministry to military and veterans.

I thank the Lord Jesus Christ for allowing me to serve in His kingdom and for equipping me for the work of inspiring and motivating his people here on earth. I never imagined, having accepted Christ at the age of six, months after witnessing the untimely death of my pastor, that I too would be enlisted into the halls of faithful servants pledging to go wherever the spirit leads. I know myself all too well, and realize that God is a most enduring and patient God. Thank you Lord.

I owe a debt of gratitude to my pastor and confidante Dr. Mike Whitson of First Baptist Church, Indian Trail, North Carolina, for trusting me and giving me the opportunity to start a new paradigm of veteran ministry in one of the most dynamic and loving faith communities I have ever experienced. Pastor Mike, your love and grace in mentoring and encouraging the saints will forever be marked in the halls of glory.

If I fail to mention my personal life coach and partner in ministry, then I would have committed a grievous offense. Bill Parisher, you have been a rock in my life from seminary days to now, holding me accountable and encouraging me to stay the course, and for that I forever grateful. Your friendship and counsel have been a great blessing to me and my family.

Finally, I want to thank my loving wife Jackie, and my gracious children, Caleb, Karis and Zeke, for enduring all the long days and weeks away from home, as well as much time spent laboring over this work. It has made me a greater man, and husband and father. I love you dearly and promise to use this work for the betterment of our calling in Christ and for his Church.

ABSTRACT

Tour of Duty Leadership Network is a coaching, consulting, and collaborative initiative designed to provide coaching and mentorship to the warrior-leader in the church and marketplace, bridging faith and meaningful work, our common point of interest. Whether caring for the warrior individually through intentional personal counseling and coaching or collectively through mastermind groups, the goal is to nurture and develop the warrior-leader.

Tour of Duty Tribe is a faith-based fellowship designed to give warriors point position in their community, through personal relationships and social networking, in order to become catalysts in reaching other warriors for Christ. *Tour of Duty Tribe*, a fellowship, open to all veterans of faith or no faith, commits to be a place for warriors to be, belong and become. It operates as an evangelistic outreach and disciple-making ministry, contextualized for the warrior, connecting them to the four pillars of strength, *faith, family, finance and fitness*.

The intended result of this thesis-project is to: (1) organize a faith-based fellowship as a connection point for military members, veterans, and their families, (2) identify, review, and analyze the work of ministries and organizations providing soul care to returning war veterans, (3) develop a training manual and leader-mentoring platform to educate and equip churches, non-profits, businesses, and individuals in the assimilation, mentoring, and development of veterans, and (4) establish a successful church-based pilot program for military and veteran ministry.

CHAPTER 1

THE PROBLEM WITH WARRIOR SOUL CARE

Who Is Caring for the Soul of the Warrior?

As the military continues to downsize and more and more service members are returning to American soil to integrate back into civilian life, there will be more mental, emotional, and spiritual transitional concerns. The question is: Who is helping our warriors as they return home and reposition themselves as civilians in order to have meaningful lives and live out the American dream? Our society in general does not understand the complexity of returning to a “normalized” state of citizenry after having fought multiple wars, as well as carrying the scars and baggage of war. It is not an easy thing to understand, much less engage. But it is our duty and moral obligation as Christians to begin to understand the plight of our military warriors returning home from war. We must become engaged not only in creating opportunities for the growth and development of our warriors, but also in their healing process as well. It is not possible to wage war and not feel the effects throughout the fabric of our society. We have all been to war whether we like it or not, whether we donned the uniform or not. It is a bittersweet ideal but that is the beauty of being a patriotic and free nation.

Warriors surrender themselves voluntarily to protect the right and freedom to live out our dreams. Whether you agree with war or not is not the question to be answered now. The question to ask again is ... Who is caring for the soul of the warrior? This work intends to convey that there is not adequate care for the soul of the warrior within the faith or veteran community. The church was designed and empowered by Christ to offer hope, healing and wholeness. The faith community should not wait for warriors to seek it

out but instead should go out with open arms and embrace the warrior community. This work proposes that partnerships between the church and marketplace will result in a more effective paradigm to identify, mentor, and disciple our warriors.

The Reality of Coming Home

Sean Parnell, in his book *Outlaw Platoon*, vividly depicts the returning war veteran, back at home, not really fitting in, feeling isolated and alone:

Less than a month ago, I'd been at FOB Bermel. All my combat instincts were still honed and right there under the surface. I did my best to ignore them. I was home now. Safe and sharing drinks with friends who had never seen a rocket or heard the sound of a Dragunov echoing off the mountain slopes. They'd never seen a child die either.

We drank, and I listened as they joked and made small talk. I didn't say much. What could I contribute? It was like stepping back into time and climbing into my old self when I was still insulated from the world's harsh realities. My old self and new self weren't compatible. I felt awkward. We ordered more drinks and I downed more than my share. What was the connection between us? Where was the bond? College? Fun times, but how do you skate the surface of human interaction after the level of intimacy I'd known in battle? I missed my men. Badly.

We drank more, talked about women and sports and mutual friends. They talked about Big Ben Roethlisberger's fifty-nine percent completion rate. I thought of the village elder who saved my platoon. They talked of the Penguins and the year they were having. I thought of Baldwin shouting, "I can't feel my legs, sir!" and the terror that filled his voice. I'd never seen him show fear until that moment.

Was I really like this once? Was that all I was? I felt a sense of loss as the same time I felt guilt and shame. It shouldn't have taken the Army to wake me up to the shallow life I had.

Right then, I knew coming home was going to be much harder on me than I had ever expected. I wanted to run. Find a place just for me and figure this all out in beautiful solitude. My old life was gone. Dead. Burned away by mortar fire and the sonic crack of AK rounds passing overhead. I began to wonder if any of it could be saved. Could I take pieces with me into the future? Or was I going to have to build from scratch?¹

¹Sean Parnell and John R. Bruning, *Outlaw Platoon: Heroes, Renegades, Infidels, and the Brotherhood of War in Afghanistan* (New York: William Morrow, 2012), 363-64.

Not only do some warriors not feel like the same person long after war, but many have lost any resemblance to who they were before experiencing the horrors of war. War changes people. Edward Tick, Ph.D. describes the effect of war as so devastating as to cause the very soul to flee, sometime for life.² This is very disturbing and eye opening for me as a person of faith, and as a military chaplain. I ask myself: how can I be part of the healing process for these warriors, restoring hope, and healing the soul?

It was during a 2009-10 deployment to Iraq, in support of Operation Iraqi Freedom, that I began to realize the importance of, and the great need for, warrior soul care. It doesn't matter who you are and how tough you are; in time, with pressure, and without help, you will break. It reminds me of Proverbs 4:23 that says, "Above all else, guard your heart, for everything you do flows from it."³ How true this is, especially when you're facing life or death situations day in and day out. How do you guard your heart when living in the grip of hell? How do you maintain the high road when it seems that everyone around you has gladly handed over their soul to the evil one? I believe there are many who seek redemption but just don't know how to get there. That's where as Christians we must differ from the status quo. We don't give up on people. Isn't that why God has called us to be his salt and light? It doesn't matter how bad people behave; in time they will need answers to life, and we, the Church, have access to those answers.

The major conflict I experienced, personally, while deployed was not so much giving in to temptation or being fearful, but overcoming an inferiority complex about my calling and position. Why should God choose me to carry His mantle? I am not qualified.

²Edward Tick, *War and the Soul: Healing Our Nation's Veterans from Post-Traumatic Stress Disorder*, (Wheaton, Ill: Quest Books, 2005), 341. Kindle.

³ Prov. 4:23 (NIV).

I am not holy. I am not always willing. But in our broken humanity God finds a way to redeem the hurt and pain and bring something good out of us, because He is the only good in us. In the same way we must help our warriors discover who they are in Christ, and to understand that no matter what they have done, he is waiting to forgive them and redeem them. The mark of an authentic caregiver is simply an ongoing presence in the life of those being cared for. God blesses us for just showing up with open arms. Once this understanding is manifested, soul care becomes a ministry of choice and passion, but never obligation.

My fondest memories were of a few baptism services we had in Kuwait and in Iraq. In the midst of a country that had forsaken Christ for centuries, new life was found. How incredible is our God? But every moment in the deployed environment was not a shining moment. Soldiers came for counseling and encouragement, one by one usually, but sometimes in tandem. I love it when others care enough to bring a hurting soul to find hope and healing. The pain was incredible. I watched their tears and I read their hearts. Pain is not foreign to a warrior but when it is inflicted by a loved one it is like a double-edged sword, it cuts deep. This pain does not end with the deployment; it continues for as long as the soldier will carry it with him or her. Who will fill my shoes and minister to these soldiers after they've returned home? That is the question that haunted me. Who will be the mediator between heaven and earth, to stand in the gap with extended arms of encouragement, for these hurting souls?

During that year-long deployment, soldiers shared their personal history and challenges of bankruptcy, adultery, addictions, and death, each having a similar story line but with different faces. The most difficult were the stories of betrayal, a loved one

caught cheating while the warrior was away ... fighting for freedom, family, country, and God. These stories no doubt have encouraged me to become an advocate for change, to just do something out of the ordinary that will bring healing and success to our mighty warriors.

References to military and veterans, for purposes of this writing, are those currently serving in uniform whether active duty or guard and reserve, who have been deployed in a war zone for 30 days or longer. Many warriors are still on active duty or guard and reserve and many more are also retired and/or have completed their term of service. Let's not forget the families that stood behind them, for they are part of the tribe. Throughout this paper, the term "warrior" shall include military, veterans, and their families.

Hearing from Our Warriors

Any warrior can tell you about the problems they are facing but it is better understood on paper. When a problem is documented and posted it becomes more important in its scope and severity and demands a response from those affected. It is important to point out results of a survey conducted by Bluestar Families⁴ that give us a clear understanding of the problems that warriors are facing, from their perspective, and how the faith community might better connect with and provide ministry to these warriors in need.

⁴Blue Star Families, Department of Research and Policy (September 2014) 2014 Military Family Lifestyle Survey: Findings and Analysis, Washington, D.C. "Blue Star Families." *Blue Star Families*, accessed January 13, 2016, <https://bluestarfam.org/blog/2014-military-family-lifestyle-survey-results>.

According to the responses received in reference to a survey that was distributed among military members and their families, the results are enlightening. If any faith community ever wondered how they could assist warriors in their communities, then the answers are here.

Among military spouses the top five issues they are concerned about are pay and benefits, retirement, employment of their spouse, their children, and uncertainty of lifestyle. If we were to narrow these five I believe it would look like this: finances, family, and career. Just like any other family there is uncertainty about pay or money coming in, how to care for the family, and how long their career will last.

Among service members, the top five issues they are concerned about are ... the same issues as their spouses: finances, family, and career. These are just as important to the warrior as they are to their families. They too have uncertainty in these areas.

Among veterans, those who have served but are no longer serving actively due to medical issues and/or retirement, the issues they are most concerned about are finances, reconnecting to society through employment and social strata, as well as physical and moral injury. When a military members are on active duty they get immediate care in most cases and have a treatment regimen. They don't have time to think about things such as how to live in a civilian world some day and whether or not they will have care for their injuries. For the warrior, there are different concerns and the faith community should take notice. That doesn't mean they are not as concerned about their spouses and children but that the focus has been slanted or shifted in other areas.

If a caregiver—a church for example—wanted to know how to leverage their skills in ministering to the military member and his or her family, then these are the sacred themes: money, family, and jobs.

Top Military Issues	Active Duty Spouses	Veteran	Active Duty Member
Military pay/benefits	73%	64%	75%
Change in retirement	63%	69%	75%
Impact of deployment on children	43%	22%	25%
Military spouse employment	42%	17%	29%
Military lifestyle uncertainty	32%	20%	41%
Op tempo/deployment/training time	27%	28%	40%
PTSD/Combat stress/TBI	18%	30%	15%
Disconnection between military and civilians	19%	41%	24%
Disability claim backlog	7%	42%	23%

Figure 1. Summary of the Top Five Issues

Additional Statistics Caregivers Should Know

For the caregiver who really wants to dive into warrior ministry here are some additional statistics that are great ministry tips. Again, the three categories are military spouses, service members, and veterans.

For military spouses it appears the top stressors are deployment of their warrior, childcare, and jobs. When I was deployed my wife became the head of the household

which meant she had a whole new host of tasks and responsibilities added to her plate. She became much more independent because she had more responsibilities. Juggling childcare around work and homemaking was a chore. Friends and family don't understand the dynamic and tension in a household when a spouse is deployed, and that is where isolation sets in. Warriors are usually the ones to have each other's backs. Who helps the warrior family?

For service members it's good to know that warriors are fighting for their country because it's the right thing to do. They are loyal servants. A large number of warriors expect to receive benefits that will enable them to continue their education during and after their terms of service. They value learning and enhancing their skills in the workplace. And warriors want their children to be educated as well. Don't you think these are great things to know about someone you are ministering to? How could the church bridge faith with career, job opportunities, and training? Entrepreneurship training and career-enhancement opportunities are endless.

How do we approach warriors and transition? This is a most volatile time in the life of a warrior. How they transition will determine their level of success in life. In 2010 I returned home from a lengthy deployment and discovered that there were some helping services, but mostly, the civilian population assumes that you are okay. Was it because I returned home safely? Or perhaps because I'm a trained professional soldier? People will assume you're okay unless you show them otherwise. Warriors don't like to show perceived weakness. That is why the church must be proactive in asking the tough questions, whether we see signs of problems or not.

When a service member transitions back into civilian life he or she may be concerned about the transition process, benefits, and the fear of reintegration into civilian life. What if we offered programs and services or just pointed warriors to a point person that would walk them through the fear and uncertainty of transitioning back into their communities?

Understanding the Warrior Lifestyle

A closer look at problems military members and their families are facing includes their thoughts and feelings, lifestyle and deployment stressors, financial matters, children, and wellness. If we begin to really understand why warrior families think and feel the way they do we can better craft our projects, services, and ministries to care for them spiritually. As caregivers, the faith community earns trust when they walk in the shoes of the warrior.

Thoughts and Feelings

The number one belief of warriors is the importance of serving in the military or other national service. Don't miss this one. They believe in the importance of serving: not for money or personal gain but because it is the right thing to do.

Multiple deployments have affected the warrior family with as many as 88% having been deployed one to five times in their military careers since 9/11. Families have been separated from their warrior from thirteen to thirty-six months at a time due to deployment cycles.

Relocation has been a recurring theme in the warrior family as 69% have moved between one and six times inside the U.S. and 42% have moved outside the U.S.

Stability is not a staple among warrior families but I guarantee it is most desirable. How could the church bring stability to families who have experienced no such thing?

Warrior families have no confidence in the government in regards to providing assistance and they have a great track record of volunteering their time and resources. How great a privilege to point our warrior families to one who can and will take care of their needs—our lord and savior Jesus Christ. How blessed their lives would be fully devoted to him and serving that which he died for, the church. We have a great harvest field among our returning warriors. The church has a huge opportunity to make an impact on the lives of those who so desperately need us.

Mental Health and Wellness

To provide comprehensive soul care we must attend to the emotional and mental needs of our warriors. From this study we know that at least one third of our warriors have received mental health counseling in the past year. Over 35% of our warriors with Post Traumatic Stress and Post Traumatic Stress Syndrome did not seek treatment. A good question to ask is why they chose not to seek out this treatment. In the last year 13% of warriors thought they might be better off dead or hurting themselves.

What a vast treasure chest of invaluable information that Bluestar Families has offered that we can use to develop programs, services, and ministries that will positively impact our warriors and bring them the hope and healing they deserve. But it will be of no value if we just read it and go on our merry way. At *Tour of Duty* we understand the significance of this data; therefore, based on our research and findings, we have identified four pillars of strength that will be our focus areas for intentional ministry to our warriors.

The four pillars of strength that will enable a comprehensive approach to warrior soul care are faith, family, finance, and fitness.

The Four Pillars of Strength

Faith, Family, Finance, and Fitness

Gary Keller, co-founder of Keller Williams Realty, one of the fastest growing real estate companies in the world,⁵ sketched a life graph on a napkin that became the catalyst for his book, *The One Thing*.⁶ This book is about focus. He suggests that being successful requires less discipline than might be expected, but with more emphasis on doing the right things rather than trying to do everything right. Keller divides life into seven different slices: spiritual life, physical health, personal life, key relationships, job, business, and finances. While pondering these seven areas and studying the results of the Bluestar Families survey I was reminded that, for the warrior, there are four specific areas that we need to focus on. During my experience as a military chaplain I discovered that warriors have a tendency to need reinforcement in matters pertaining to God, personal relationships, money, and health. These four areas represent gaps that will quickly deteriorate and ultimately destroy the warrior. These four areas are referred to as the four pillars of strength: *faith, family, finance, and fitness*. The warrior must be strong and resilient in these four areas if he or she is to continue the mission. Let's take a look at what these four pillars mean.

⁵“Training Magazine Names Keller Williams 1 Training Organization World,” Web log, *Blog.Kw.Com*, n.d., Accessed 15 June 2015. <http://blog.kw.com/2015/02/10/training-magazine-names-keller-williams-1-training-organization-world/>.

⁶Gary Keller and Jay Papasan, *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results* (Bard Press, Austin, TX, 2013), 114.

The 4 F's, an easy way to remember the four pillars of strength, especially when considering their importance, are like the four legs of a chair, or the four walls of a house. They provide structure and safety for those who depend on them.

Faith is the foundation for life. We must believe in something or someone much bigger than ourselves. To rely on our own power is not enough. If our foundation is not strong and firm, then we fall. Our foundation is rooted in Jesus Christ, and we strive to live by his precepts and teachings. This is the spiritual component that is missing in just about all of our warrior-helping programs and services. Instead of getting biblically-based soul care, warriors get healthy doses of drugs, pet therapy, psychotherapy, and the list goes on. With all the different programs the Veterans Administration and the Department of Defense have rolled out, issues such as suicide are still on the rise.

The Clay Hunt SAV Act, signed into law on February 12, 2015, puts into motion three critical policies to help end veteran suicide by increasing access to mental health care, better meeting the growing demand for mental health care providers, and boosting the accountability of Department of Veterans Affairs' (VA) mental health and suicide prevention programs. Even with this progress, the fight against this silent killer has only begun. It will take the full force of our nation to combat the crisis of suicide among troops and veterans.⁷

The VA estimates that 22 veterans die from suicide each day, and the Department of Defense (DoD) reports that 434 service members (active and reserve components) died by suicide in 2014.⁸ Despite increased efforts to combat suicide among troops and

⁷ "Continue to Combat Suicide Among Troops and Veterans", Accessed July 5, 2015, <http://iava.org/continue-to-combat-suicide-among-troops-and-veterans/>.

⁸ "Continue to Combat Suicide Among Troops and Veterans", Accessed July 5, 2015, <http://iava.org/continue-to-combat-suicide-among-troops-and-veterans/>.

veterans, we are still missing the fundamentals of a high-quality, timely mental health care system. We believe that by connecting warriors to a higher purpose, a purpose they were created for, they will find fulfillment through their identity in the work of Christ.

The Bible teaches that faith is confidence that what we hope for will come to fruition. Our hope rests in the promise of eternal life that God has promised through Jesus Christ. Even though we cannot see him, God gives us the assurance and peace in our hearts to continue the mission. So many warriors have asked the questions: Why does God allow hate and evil? Why do so many people have to die? Will I get to go to heaven now that I've taken a life? The Christian faith offers hope that includes forgiveness and restoration. We believe faith communities are primed to care for our warriors with the right leadership in place.

Family is the tribe in which we grow and develop in our relationships. Some of us come from strong loyal tribes and others not so much. Tribes are where we develop in our relationships and learn to care for and love others. If we don't grow in our relationships, we cannot achieve success and significance in life. The military offers a tribal experience like no other, which espouses the elements of family; however, when warriors are disconnected from the military, they become disconnected from that tribal community. The church offers a tribal community that dates back over two thousand years. We believe everyone longs to be connected to the great warrior who created them; we just need to help facilitate that connection to him. For the large majority of warrior families that are broken by divorce and infidelity, the church offers a place of healing and commitment.

Finance is a crucial pillar as it represents what we do with our investment in people, career, and opportunities. If we have nothing to pass on we fail in life and our families fall short. Scripture doesn't have good things to say about people who don't take care of their own families. We must recover a healthy view of finances and put systems in place to ensure success in leaving a legacy for those we love. There are many people and organizations that have exploited military members with sales gimmicks or high interest rates but fewer organizations willing to help them save and invest their hard earned money. Traditionally, military towns have been littered with predatory lenders in the form of appliance centers, furniture depots, or even car lots. This seems to be a problem currently, in light of recent legislation.⁹

I have witnessed military members being released from assignments and sometimes the military because they compromised their security clearance due to finances getting out of hand. In today's world of easy-to-get credit and an entitlement mentality the military is an easy target. Dave Ramsey has a really good teaching series just for military called *Financial Peace Military*.¹⁰ For warriors transitioning out of the service and those who have tried to make their way in the civilian workforce I highly recommend transitional services such as corporate career training and entrepreneurial training. Other helping agencies have agreed. Quoting IAVA:

At the end of 2014, the unemployment rate for post- 9/11 veterans was 7.2 percent, compared to 5.3 percent for all veterans and a 6.2 percent national average. While unemployment seems to be decreasing overall, there are rising concerns about long-term career success and underemployment in the veteran population. There are two tracks to veteran employment: 1) matching veterans to

⁹Gordon Lubold, "U.S. to Expand Military Lending Act in Effort to Protect Service Members," *WSJ*, n.p., n.d., January 24, 2016, <http://www.wsj.com/articles/u-s-to-expand-military-lending-act-in-effort-to-protect-service-members-1437472801>.

¹⁰"Military," *Dave Ramsey Homepage - daveramsey.Com*, accessed January 13, 2016, <http://www.daveramsey.com/military/home/?snid=classes.military>.

the right career; and 2) facilitating their entrepreneurship. Both tracks are good for the veteran, good for employers, good for the economy and good for America¹¹.

Fitness is the pillar that encompasses our mental, emotional, and physical health.

We rely on our physical health to maintain a lifestyle of our choice and we rely on our mental acuity to learn and develop socially and intellectually. We must give the same attention to our emotional and spiritual well-being.

Post-Traumatic Stress and Post-Traumatic Stress Disorder have become an increasing trend among veterans. According to RAND, at least 20% of Iraq and Afghanistan veterans have PTSD and/or Depression.¹² There are many in the military that feel the numbers are much higher. PTSD is the third most prevalent psychiatric diagnosis among veterans using the Veterans Affairs (VA) hospitals.¹³ CRU Military ministry holds the same values as stated on their website, “We believe that true healing has not only physical, emotional, and psychological aspects but spiritual as well. The spiritual component has often been neglected, yet God is the True Healer and Jesus Christ is the avenue to experience true recovery from the ravages of combat trauma, particularly those visited on the mind and emotions.”¹⁴ CRU offers a wealth of information in the form of brochures, articles, and books designed to educate and stimulate healthy conversation and engagement with veterans who are suffering with PTSD.

¹¹“Employ-the-New-Greatest-Generation-Java-Recommendations,” *Iraq And Afghanistan Veterans of America*, accessed January 13, 2016, <http://iava.org/employ-the-new-greatest-generation-iava-recommendations/>.

¹²“Veterans statistics: PTSD, Depression, TBI, Suicide,” Veterans and PTSD. September 20, 2015, accessed January 13, 2016. www.veteransandptsd.com/PTSD-statistics.html.

¹³ “Veterans statistics: PTSD, Depression, TBI, Suicide,” Veterans and PTSD. September 20, 2015, accessed January 13, 2016. www.veteransandptsd.com/PTSD-statistics.html.

¹⁴“Combat-Trauma-PTSD -Sufferers,” *Cru Military*, accessed January 13, 2016, <http://crumilitary.org/find-community/combat-trauma-ptsd-sufferers/>.

There are times when we allow our emotions to rule over us and thereby destroy the relationships we value the most. I believe that when we are at peace with God then we are at peace within. The Apostle Paul said he disciplined his body like an athlete, training it to do what it should.¹⁵ In the same way we must bring discipline back into our mental, emotional, and physical lives. Developing a spiritual fitness regimen is good for the soul.

F.R.E.E.

The acronym F.R.E.E. represents the purpose of the four pillars of strength: *foundations, relationships, economics, and exercise*. We become free when we practice and master the four pillars of strength. When we live out of purpose and intentionality our focus on foundations allows us to *believe in ourselves, others, and God*. Our focus on relationships encourages us to *belong*. Our focus on economics motivates us to *budget*, or make an accounting for our business and personal lives. Our focus on exercise brings much needed mental, emotional, and spiritual *balance* into our lives. The four pillars of strength cause us to focus intentionally in areas that, if not addressed, will disrupt our lives in a devastating way. Faith, family, finance, and fitness are reminders of the work that is necessary in order to build resiliency in our warriors so they can live successful and meaningful lives.

Intentional Leadership and a Mentoring Community

There are two necessary elements of warrior soul care: *intentional leadership* and *mentoring community*. Intentional leaders are voices of hope—good-will lobbyists or

¹⁵ 1 Cor. 9:27.

gatekeepers, as some missionaries call them. Leaders are catalysts, voices designed to not only raise awareness but to bring solutions to the warrior community. These catalysts have a strong connection to the faith community and also have very deep roots in the local marketplace. Who is in a better position to use their influence from the church and the community to enrich the lives of warriors than the Christian businessman or businesswoman, or better yet, the warrior Christian businessman or businesswoman? What if the faith-based community captured the hearts of the entrepreneurial leaders and unleashed them to do good works in our local churches and communities? Guy Kawasaki, the former chief Apple evangelist and serial entrepreneur said “Entrepreneurs make late adopters eat their dust.”¹⁶ This special breed of people goes out and makes it happen. The church needs entrepreneurs working on behalf of the kingdom, but in order to empower these entrepreneurial leaders the church needs leadership that understands, values, and empowers these kinds of leaders.

As previously referenced in Sean’s story in *Outlaw Platoon*, some warriors are facing very difficult times reintegrating and coping with life at home. They need a multitude of resources such as counseling, employment, medical assistance and so forth to help them through the difficult transition to civilian life. Through research included in this writing, I have identified a host of resources that are very enriching to our warriors but most of them are either not accessible or are virtually unknown to the warrior population. Good resources are of no value if they are not being utilized or if they are not easily accessible.

¹⁶Guy Kawasaki, *The Art of the Start*, (New York: Portfolio, 2004), xi.

Warriors live and work in their local communities so it doesn't make sense to assume that they will drive for hours to obtain warrior resources that are offered by a variety of hosts. As a military chaplain, I often drive long distances to coach and communicate with warriors in their own communities. We can't expect people, especially those who are hurting, to come out of their environment to seek resources that may or may not help them. It's too risky. It's often too painful. Isn't that why we build churches in our communities? Yes, it makes sense to meet the needs of people right where they are.

A catalyst, as defined by Merriam-Webster dictionary, is "an agent that provokes or speeds significant change or action."¹⁷ I love this definition! Jesus Christ is the catalyst and He has given us authority through the Church to dispense spiritual action that will change the world. (Matthew 28:18-20) Yes, the church is the catalyst and we are the Church.

Social media is a common tool for communication among our warrior population. They have learned to master it. AKO or Army Knowledge Online recently polled its users and it was revealed that the most popular social media outlet for the U.S. Army and its Department of Defense contractors is Facebook¹⁸. Should we not leverage this most important tool? *Tour of Duty Leadership Network* has a presence on Facebook and will be using Facebook private groups to have more intimate conversations about faith, work, family, and freedom.

¹⁷ "Catalyst," *Merriam-Webster's Collegiate Dictionary*, 11th Ed, n.d., accessed January 13, 2016, <http://www.merriam-webster.com/>.

¹⁸ AKO is a communication portal for active duty military members.

Tour of Duty Tribe: Faith-Based Mentoring Community

Faith-based resources, especially Christian, are becoming fewer for the warrior population. The military and the federal government have taken a path in which faith is increasingly excluded when it comes to care and provision of the military member. Politics and appeasement of minority groups have effectively changed the way faith is dispensed and even offered in the armed services. Military chaplains are increasingly being silenced in regard to the content and delivery of their respective spiritual beliefs, especially those of the Christian faith. The attempt to avert proselytization has gone much further and even has some in command positions in the armed services believing there is no place for faith.¹⁹ However, the freedom to express one's religious beliefs and the protection of that right for every military member is still the reason a Chaplain Corp exists in the military, at least for now.

If faith is being pushed back into the walls of the local church, then why not build community among military and warriors in those sacred spaces? And we know that faith has no boundaries and that it will indeed spread beyond the walls of the church. What if each local faith community commissioned a “resource catalyst” or tribe, to identify, assemble, and mentor warriors in their sphere of influence for the purpose of healing their souls? Better yet, what if these “catalysts” shared resources and communicated with one another on a larger scale that would encompass a state and even a nation? *Tour of Duty Tribe* was developed just for that purpose, to be a place where warriors can be, belong, and become. So, I think it’s a no-brainer that we see the importance of leveraging the

¹⁹“Military-Proselytizing-Army-Chaplain,” Accessed July 2, 2015.
http://www.huffingtonpost.com/2012/10/02/military-proselytizing-army-chaplain_n_1930703.html.

faith community, the church, as the catalyst to bring healing to the warrior. It is our specialty, our reason for existing. We are the bride of Christ. Let's mobilize and do our job. How can we be better in the role of dispensing grace and wholeness?

Intentional Leadership in the Faith Community

Why is there not a more intentional, strategic, faith-based focus for reaching our warriors for Christ? What are our faith communities doing to address this problem? Let's not assume that we know the reasons why faith communities and churches are not more involved in the warrior soul healing process. It doesn't matter if it's intentional omission or a lack of knowledge and direction; there is, nonetheless, a leadership paralysis.

The idea of leadership in the church as it relates to reaching warriors in our communities should be addressed. Not using our God-given resources to influence warriors for Christ is leadership failure. Research shows the large number of veterans residing in our local communities. Let's look at the local veteran population in North Carolina²⁰:

- 9th largest veteran population in the United States
- 769,000 veterans in North Carolina (out of 21.5 million in the United States)
- 159,000 veterans in the Charlotte NC area
- 9.8% of the total North Carolina population
- The greatest number of veterans live in North Carolina's three major urban areas: Charlotte, Raleigh-Durham, and Greensboro-Winston Salem-High Point areas

The local Active Military Member population research shows that there are:²¹

- 110,000 active duty military personnel were assigned to units in North Carolina as of March 31, 2013
- Over 60,000 are projected to leave military duty in the next 5 years

²⁰ Rebecca Tippett, Director of Carolina Demography at UNC-Chapel Hill's Carolina Population Center, UNC-Chapel Hill 206 West Franklin Street, Chapel Hill, NC, 27516. Accessed August 8, 2014. <http://demography.cpc.unc.edu/2013/11/11/data-snapshot-north-carolina-warriors/>.

²¹ "The Economic Impact of the Military on North Carolina," LEAD, NC Department of Commerce, Accessed January 13, 2016, www.ncommerce.com/lead.

- Home to more than half of the U.S. Special Forces
- There are 5 military bases, a marine ocean terminal, and a U.S. Coast Guard Base

Local Active Guard and Reserve population research shows that there are:²²

- Over 22,500 in NC

The numbers tell us we have a mission in front of us in North Carolina. To continue to neglect or overlook our warriors when it comes to providing soul care is a travesty. It goes against the gospel mandate to go and make disciples of all peoples and nations. Warriors live and work in our very own communities and have given the most to secure our freedom to live and worship. The church must step up. It cannot continue this trend of failure to act on their behalf.

Proper Response from the Faith Community

A proper response from the church is to engage the warrior community with intentionality and purpose. John Maxwell said, “Being intentional is adding value to people.”²³ This will not happen unless our current faith community, church leaders, and laity rise up and rally the local church. It is time to add value to our warrior population.

Courageous, intentional leadership within the ranks of our churches will make a difference in the lives of our warriors. The local church is the weapon of choice in the redemptive plan for a lost and dying world. Our mission in the local church, according to the gospel mandate, is to make disciples of all nations and people groups but we are neglecting the very people group in our own country that has pledged to fight for our

²² US Census Bureau 2011. Accessed August 8, 2014.

<http://www.census.gov/prod/2011pubs/12statab/defense.pdf>.

²³ “Intentional Living” lecture, John Maxwell, Live Certification Event, Orlando FL., 8-10 August, 2015.

freedom and the right to live out our faith and values.²⁴ The enemy is destroying our heroes with the horrors of war complicated by the everyday pains of life. What will we do?

There is a need to educate and equip local church leadership in the area of warrior ministry. It is evident by the lack of engagement in incarnational ministry with our warrior population. Granted, there are many churches that have a military emphasis by celebrating national holidays and recognizing those who have served in their faith community. It is a great gesture and display of patriotism. Projects such as soldier care packages, postcard and awareness campaigns, and so many more, are instrumental in raising troop morale during extended deployments but they fall short when it comes to walking in the boots of the warrior and his family. We must have ministry that surpasses the superficial surface and penetrates deep into the hearts of those who are hurting. We must get our hands dirty and do what it takes to win the hearts and souls of our warriors. Our applause goes out to those churches who have realized the necessity of incarnational warrior ministry, but there are many more churches that need to join our ranks and engage their local warrior population.

It is true that churches may have a specific calling or vision to right a wrong in the community or to be a symbol of hope for a particular people group. Granted, churches are not called to combat every evil in the community. In reality, a broad focus on ministry might dilute the effectiveness of a church or faith community in its own sphere. Warrior issues are not the only problems to address. There are many other evils plaguing the people in our communities such as prostitution, sex trafficking, organized crime, illegal

²⁴ Matt. 28:18-20.

drugs, and domestic violence, just to name a few. This work is not proposing that every church reorient its focus on warrior ministry alone. It is proposing that faith communities become aware of potential ministry to warriors in their sphere and release and/or equip one of their own to lead a strategic initiative to reach the warrior group in its domain.

Why are there so few churches engaged in this ministry? Is it apathy or ignorance? Whatever the reason, we have no excuse for neglecting the warriors in our communities. It's practical to say most everyone knows a warrior, whether personally or through spheres of influence. There are military members and warriors living in every community as the majority of the U.S. fighting forces, Guard and Reserve, live in our local communities, not on military bases or posts. The faith community must begin to intentionally lead to bridge this divide if we are going to reach military and veterans in our communities.

Correcting Stinking Thinking

Just so we have a healthy understanding of our role as a church, as leaders in the body, and as God's light in the city, we must examine the following issues: our definition of workers in the church, sacred versus secular view of work, redefining spirituality, refocusing our application of spiritual disciplines, and mobilizing the silent majority.

Who are the Workers in the Church?

In the last generation there has been a paradigm shift among churches in the way they think about the roles of staff and laity. Because of the work of catalysts such as Saddleback Church in CA and Willow Creek in IL that shift has changed the way the mission of the church is carried out. Instead of relying on a few people defined as

pastoral staff, these churches have delegated the work of the church to the majority we call attendees. The correct biblical teaching of the mission mandate in Matthew 28:19-20 takes precedence over the tradition of hiring of a few staff to carry out the mission of the church. That mission is clearly meant for the body while being led by the pastoral staff.

If the church believes the Great Commission mandate then our terminology, mission and vision should reflect the same. Is the church leading its people to be workplace ministers, students of culture, and devoted disciples of Christ? Or are they content with a mediocre laity? It's time to start walking the talk and start leading the people of God to be the bold ministers that God has called them to be. It's time to delegate the work of the church to its people according to their gifting and positioning within the culture. It's time to teach and encourage God's people to evangelize their communities, their places of work and even more importantly, their own homes.

It appears that some churches and pastoral leadership are okay with a crippled laity because it makes the staff the only resident subject matter experts. This kind of thinking is not biblical and is in direct opposition to the Gospel of John, chapter 10. Brothers, the church is called to love and to lead God's people into life everlasting.

Pastors and staff suffer from devastating burnout brought on themselves because of failure to delegate. Empowering the laity will take the burden off the paid staff and allow them to be proficient in leadership and in their area of expertise. Pastors and staff should spend their time leading the people not running all the ministries of the church. We must change our thinking if we desire to reach our communities for Christ. We must instruct, encourage, and lead our people to do the work of the church.

Sacred Versus Secular View of Work

Many churches still practice the erroneous view of separating work into two classes: sacred and secular. Peel and Larimore state this thinking has no basis in Scripture and is an offshoot of a Gnostic view that divides reality into two parts: the material realm which is evil and the spiritual realm which is good.²⁵ They go on to say that this view has a disastrous impact on Christians in the workplace as well as the church's vision for ministry. To build on this argument even further, this erroneous view of separating faith and work gives credence to not compelling, educating, or training most Christians to be a witness in the workplace. Usually, this practice is manifested by only laying hands on pastors and foreign missionaries during special services recognizing Christian workers, or when pastors counsel church members to consider a calling to ministry work. How do we dismiss the fact that Jesus spent 90% of his time on earth working with wood? Did that disqualify him for ministry? In fact, it was preparation for and part of his ministry. The Bible is full of men and women of God who never donned the cloak of the priest but were fully ministers of the gospel because they understood their identity as priests in God's kingdom.

Redefining Spirituality

Regretfully, my own Christian upbringing defined spirituality only within the context of the brick and mortar church. How much time do we actually spend in a church building? The spiritual disciplines were defined by participatory events. Prayer was defined quantitatively by how many times a prayer meeting event was attended. Worship

²⁵William Carr Peel, and Walter L. Larimore, *Workplace Grace: Becoming a Spiritual Influence at Work* (Grand Rapids, MI: Zondervan, 2010), 34-35.

as well was defined by attendance or a special service or singing event. It seemed that you had to make an appearance at church or you were not spiritual. Most people spend less than four hours each week at church, not even a quarter of a day. So, why does the church define spirituality in the context of that one single environment? Jesus made a statement about worship in that true worship was not defined by a geographic location but by the intent of one's heart, to worship in spirit and truth.²⁶ So, how can the church educate its people to think about their faith as a 24/7 event? The church must define its spirituality within the context of its position in the culture, as salt and light, rather than fixtures within the walls of the brick and mortar church.

What if faith communities led small groups of business owners to view their place of business as a ministry? What if they equipped them with Bible study materials, videos and prayer support as they become the shepherd of their workplace. Is that so radical? Let's apply this template to the factory worker, military members, police officers, nurses, etc. Do you see where this is going? The church could impact a city within one year by focusing on ministry that is in within its sphere. The church is anywhere we find ourselves. The ministry is all around us. If the church would teach its people how to minister within the paradigm of this 24/7 spirituality it could see an explosion in its membership and ministries.

Applying Spiritual Disciplines

Just as the church needs to shift its ministry focus towards the laity and redefine spirituality, it must model the application of spiritual disciplines outside of the church

²⁶ John 4:23-24.

walls. For example, instead of leading a prayer emphasis at the church it could choose a place of business and have a weekly prayer meeting at that location. This would encourage people in that workplace to attend, allow people from other denominations and faith groups to attend, and demonstrate our love for the community. A weekly devotional breakfast at the local diner might be a great way to include people who ordinarily would not come to our church. Lost and hurting people are not only inside the church, they are in our communities. Apply this kind of thinking to other spiritual disciplines and see how creative you can be. A ministry called *The Other Six Days*²⁷ is a great example and tool for leading people of faith to practice their faith in the workplace or in their respective spheres of influence. It is a religious nonprofit operating in North Carolina identified as part of the larger faith and work conversation taking place in America.

Rallying the Real Missionaries

If the church understands the Great Commission and encourages its people to be salt and light in the community, then it will start treating them like the missionaries they are called to be. A missionary by definition is a worker, a leader of people, a catalyst for Jesus Christ. If we were a Fortune 500 company, we would not leave them sitting in their seats for extended periods of time. We would use them to the utmost of their creative abilities. Brothers and sisters, our goal is to prepare and release these highly trained people of God in to their spheres of influence so lost and hurting people will be brought into the loving arms of God. Let's develop a plan of action and lead our people to be ministers of the gospel in their sphere.

²⁷*The Other Six Days*, Web Ministry assisting Christians to practice their faith in the workplace and in daily life, founded by David Cox, 2007.

For starters the church could have a series of commissioning services each month for the sole purpose of ordaining/blessing its people based on the industry sector in which they work. One month could be devoted to the medical community with video interviews of personnel who are already ministering in the medical field. The next month could be a service devoted to the military community with a video interview of a soldier being an effective witness while deployed. The really neat thing about commissioning missionaries in our churches is that it falls within either evangelism, missions and/or the discipleship ministries of the church.

No doubt there are business owners, CEOs, and managers in our churches who have the knowledge and ability to help start a Business Development Center or Entrepreneurship Lab through the church for the purpose of creating ministry opportunities in our communities. These opportunities don't have to be specifically for warriors but for anyone in our sphere who would benefit such as single parents, low income families, the disabled, children of abuse and so forth. Would you agree that these leaders might get a little excited when invited to bring their secular expertise inside the church? Why do we try to mold them into Sunday school teachers or nursery workers when they have invaluable experiences and skill sets that are much needed in the advancement of God's Kingdom?

Start thinking and praying outside the box and set our people free to minister within their spheres of influence. If there are still skeptics I submit to you the ministry of First Baptist Church, Leesburg, Florida. This church

moved from being a sleepy congregation in a rural small town to being a vibrant and impacting congregation. They moved beyond their walls and framed their ministries around the gifting and calling of their membership. Now they have a ministry village with over one hundred ministries staffed primarily by volunteers

who touch the hearts and needs of the hurting in their surrounding area. These ministries are fashioned as the congregation learns to build partnerships and alliances with various agencies and businesses in the community.²⁸

²⁸Edward H. Hammett, *Spiritual Leadership in a Secular Age: Building Bridges Instead of Barriers* (St. Louis, MO: Lake Hickory Resources, 2005), 123-124.

CHAPTER 2

RESEARCH AND LITERATURE REVIEW OF WARRIOR SOUL CARE PROVIDERS

Warrior Soul Care Providers

During the process of identifying, reviewing, and analyzing the work of faith-based ministries and other warrior helping organizations assisting returning war veterans in North Carolina, some key contributors, including leaders, authors, and practitioners, were discovered who have made significant strides in caring for warriors. Their work fueled the passion for this writing, creating the idea of a new paradigm of ministry for warriors. The list of providers is not exhaustive but rather the result of a reasonable effort to identify key warrior soul care practitioners in our state. Some of their best practices are worthy of sharing in hopes of integrating the positives from each into the *Tour of Duty* paradigm of ministry.

Going back to the year 2010, research initially showed very little care ministry being offered to military and warriors in North Carolina. About fifteen faith-based communities or churches were identified as providing positive, ongoing, nurturing support among warriors in their respective communities. There was not any cross-church or denominational communication or collaborative cohesion with other faith-based communities that could be found. Also, during this time period there was no regional or national effort in support of soul care for warriors that was identified through extensive web searches. Furthermore, there seemed to be a more collaborative effort among corporate entities interested in offering some type of warrior helping services or programs. Research is not conclusive if this is due to governmental incentives, national

pride, giving back to those who gave the most, or maybe a combination of each. Nonetheless, the church or faith community has much to learn from our corporate partners when it comes to helping our warriors. Just like those already engaged in warrior soul care this research desires to close that gap by educating and equipping faith-based communities to become practitioners of warrior soul care. Recently, there has been a noticeable increase in the number of churches and organizations dedicated to helping solve warrior problems in both the faith-based and secular non-profit areas. This is a good thing because we are going to need all the support we can get to augment our ministry to the military and warrior community.

The positive, ongoing, nurturing warrior ministry referred to during this research can be better defined as an *incarnational* type of ministry. Incarnation is defined as “the embodiment of a deity or spirit in some earthly form” and the union of divinity with humanity in Jesus Christ.¹ In the biblical narrative Jesus came to us as God and man and he walked with man in spite of man’s sin. As Christians we are called to walk with others while being salt and light to them. As Jesus gave his all we must give our all. So, just to be clear, the type of warrior ministry being identified and researched is not one where warriors are just recognized on a patriotic holiday or care package campaigns are promoted, although these are important aspects of warrior care. Rather, we will call incarnational ministry soul care that is tied into the life of the church and deals with the unmet needs of warriors and their families on a consistent basis.

The lack of large-scale or comprehensive warrior soul care among the faith community was disheartening considering that North Carolina is the third largest state in

¹ Merriam-Webster Dictionary app.

military personnel. We have a huge military presence and are very supportive of our military. Why the faith community is not more engaged in helping our warriors is a mystery. It could be for reasons such as apathy, ignorance, or leadership failure in our churches. It might have more to do with pastoral leadership not understanding the problems our warriors are facing today and how to leverage people and networks to provide solutions that will solve their problems. *Tour of Duty* is ready to educate and equip our churches to bridge this gap.

Initial Research in North Carolina

NCNG Chaplain Survey/Study in 2010

The passion behind this project and research for warrior ministries began in the summer of 2010 when the North Carolina Army National Guard State Chaplain, COL Larry Jones, enlisted this writer and a half dozen other Chaplains to systematically identify faith-based communities that were engaged in any type of soldier or veteran care. We were placed on orders and given freedom to research the web, phone books, and denominational directories. The Chaplains engaged in the research were all Protestant but given directives to cover all faith groups. This research initiated my crusade to find a better way to provide soul care to our warriors and their families due to the fact that we found very few faith communities engaging our military and warriors in their communities. In North Carolina we identified about fifteen churches who were engaged in what could be called incarnational ministry, or continuous hands on ministry. A larger number of para-church and non-religious non-profits were found that were doing many

good things for our warriors. Included is a description of what was found among a few select faith communities and non-profits whose best practices contribute to this study.

Faith-based Communities

Two churches engaged in warrior soul care in their respective communities are highlighted here. These churches, ironically, happen to be in the same town but with different ministry approaches, both of which could be considered very effective. The Bridge, an Assemblies affiliated congregation, and Madison Avenue Baptist Church, a Southern Baptist affiliated congregation, are both located in Goldsboro, North Carolina. The commonality between these two churches is that they both serve the nearby Seymour Johnson Air Force Base. These churches serve as models of what other churches can do for warriors in their communities.

The Bridge

The Bridge, formerly known as Whitley Church, is located in Goldsboro NC and is one of the leading churches in the state when it comes to real military ministry. The military ministry of The Bridge was discovered during a state mandated research project directed by the North Carolina Army National Guard State Chaplain in 2010.² The focus of the research was to identify any church or religious non-profit organization that was providing meaningful military ministry in their community. This church partnered with me in hosting a formal Post Traumatic Stress Disorder workshop in Goldsboro NC in

² Office of The State Chaplain and Senior Army Chaplain North Carolina National Guard Report, Religious Support Study (Summer 2010) By Chaplain (Colonel) Larry E. Jones 30 September 2010.

2011 bringing local spiritual, military, and mental health organizations together to learn how to better minister to warriors in their community. I found The Bridge to be a great model to replicate elsewhere.

This research indicates that some churches and church leaders have a very narrow view of military ministry that is comprised mostly of gathering and disseminating care packages to troops overseas. While this is very noble and much needed it is not the crux of military ministry today. If the truth be known, most deployed soldiers receive more than enough care packages from their loved ones during the season of deployment. As an Army Chaplain I have been on the receiving end where we had to stockpile or give away to local nationals the care packages we did not need.

The Bridge has exploded under the leadership of Pastor Ferrell Hardison. The huge growth of the church, strategically located near Seymour Johnson Airbase, is a direct result of the ministry that is poured into the community on a weekly basis. The Bridge understands military and warrior ministry. I suspect part of their success in this ministry is the participation of retired and active duty military in their congregation. This church understands that it takes military to reach military. When that connection has been made then the military family can be integrated into the life of the church family, but not before. Whereas most churches have a distance approach to military ministry, The Bridge has a “hands on” relational approach. They are not afraid to walk in the shoes of the military and warrior family. This is the epitome of incarnational ministry.

The military ministry of The Bridge is called “Call to A.R.M.S.” Their mission is: “To acknowledge the unique life circumstances brought about by the sacrifice of serving in the military. To respond by offering help and services confidentially in the church,

and/or recommending services in the community and information on base services. To mentor younger spouses and military members in their Christian walk, and the military or any other time we are needed.” The church has several different programs tailored to meet needs in the life of the military family. They have a free monthly pizza fellowship to offer support to others as well as discuss issues of deployment. They also have Prayer Partners, which is an email ministry to stay in contact with and pray for deployed service members. The Helping Hands ministry focuses on doing odd jobs around the houses of those in need. The Intentionally Yours Marriage ministry is to lead couples to intentionally deepen their relationships with Jesus Christ and their spouses, empowering them to live out and fulfill their life’s purpose and establish a legacy of strong Christ centered marriages for generations to come.

Madison Avenue

In 2011 I organized a Post-Traumatic Stress Disorder conference in conjunction with the NC Baptist Military and Chaplaincy office and the NC Army National Guard Behavioral Health. Our goal was bringing military, clergy, mental health professionals, and military families together to have a deeper conversation about PTSD. The event was strategically hosted at Madison Avenue Baptist Church—a local church near Seymour-Johnson Air Base—and promoted through the church and military communities.

The PTSD event was hugely successful due to connecting strategic partners in the military and mental health communities. The North Carolina National Guard Chaplain Corp, the Behavioral Health wing of the North Carolina National Guard, the Veterans Administration Hospital of Durham, North Carolina, area churches, and several local

public and private mental health agencies all came together to collaborate on a hot topic that affected them all. No one purported to have all the answers but when each voice was included on the platform it was evident that a more comprehensive approach had been birthed. It's important that we select a topic, idea, or problem that engages the community at large.

Historically, the military, social helping agencies, and churches have tried to handle caregiving within their own pool of resources. Each entity has an important role in warrior soul care but when soul care is left up to each individual entity, much needed services are missing. For example, a service project for military members was built into the PTSD conference. It came to the attention of the pastor of Madison Avenue Church that air force personnel serving in Afghanistan from the local air base were in need of hand warmers since the temperature in that region was frigidly cold during that time of the year. Knowing this, we asked each seminar attendee to bring hand warmers as a donation to this project. My home church and several others got involved and the result was the collection of several hundred hand warmers to give to the troops. But, as with any project there was a problem. The problem of distribution arose. It would cost the church hundreds of dollars in shipping fees to deliver the hand warmers. Since there was open communication with the base commander and the church the problem was solved. The air force would ship the hand warmers by military aircraft as long as they could get them to the base. So, in retrospect, it does take a "village" to properly care for one another. We're doing ourselves a disservice, as a faith community, if we fail to collaborate and communicate effectively with strategic partners in our communities. Madison Avenue was smart enough to figure this out.

Madison Avenue had an event-based approach to reaching warriors in their community and it was successful. The PTSD seminar was just one of a variety of opportunities held at the church that is strategically located near the air base. Other events offered are marriage seminars, Parents Nite Out, Holiday dinners and so forth. The church's knack for superior hospitality was very apparent and effective. Because of the efforts of Madison Avenue, a number of local pastors and denominational leaders realized that collaborating with other helping organizations was a definite benefit to their ministry to military and warriors. The seminar was a huge success. For a template and summary of the PTSD conference see the Appendix.

Military Missions Network

Military Missions Network (MMN), co-located with First Baptist Church in Norfolk Virginia, is a contingency of evangelical churches, chaplains, and ministries that network together for a greater synergy in outreach and ministry to military members worldwide.³ The Military Missions Network has emerged from a common calling shared by evangelical Christians involved in the area of missional military ministry and sharing a commitment to the Great Commission of Jesus Christ as well as a mutual love for those living in the military culture. Church leaders, military chaplains, para-church ministry leaders, and military believers are encouraged to collaborate in new and fresh ways for to form ministry networks and partnerships. This is not only happening within defined geographical regions where there is a military presence, but also between geographical

³<http://www.militarymissionsnetwork.com/>.

regions, especially in connection with the common pathways associated with the military.

The mission of Military Missions Network is:

- Fostering vision for missional military ministry.
- Facilitating connections between military and those who minister to military through networking, websites, social media, community gatherings, conferences, and joint initiatives.
- Sponsoring and conducting training events to equip military believers, churches, and ministries regarding missional military ministry.
- Partnering with military believers, churches, and ministries in order to plant, strengthen, and encourage the church and work of the gospel among military people and communities.

The vision of MMN is expanding the global network of evangelical movements among military people and communities. As evidence of the realization of this vision, we are looking for churches that are strategic in outreach and ministry to military people and through military believers, innovative working relationships between chaplains, churches, and ministries, ongoing collaboration between chaplains, churches, and ministries especially in connection with the identifiable common pathways associated with the military.

Two years ago I attended a conference at MMN and I was impressed by how far their reach was by the representation of many churches and non-profits that are engaged in some type of military ministry. Most of the attendees appeared to represent ministries or churches near a military facility. The briefings and breakout sessions were full of great content. Their method of gathering and connecting military-friendly providers is incredible.

The takeaway for *Tour of Duty* is that a connecting network can be an efficient and plausible way to connect warriors and churches who desire to be engaged in ministry.

Also, I met at least three military non-profit leaders from the Charlotte area that I regularly engage in conversation. One leader has attended our warrior breakfast mastermind and has agreed to be a vendor at our upcoming military and veteran ministry summit this year.

Non-Profit Organizations

Operation At Ease is a 501c3 non-profit organization that is based in Southport NC. The vision of OAE is “to ease the transition of military members departing for or returning from extended deployment by providing a complimentary get-away, R&R (rest and relaxation) weekend for family members to reconnect and strengthen family relationships.”⁴ They do this by providing “active duty military personnel who have deployed or are about to deploy to Iraq or Afghanistan and their families with the opportunity for a complimentary, get-away for a weekend of rest, relaxation and recreation, as an expression of our gratitude for their service.”

OAE was founded in 2008 by three St James residents who were moved to find a way to help military personnel and their families, who were struggling with the consequences of multiple deployments to Iraq and Afghanistan, have the opportunity to get away for a relaxing weekend at our coastal Carolina community. They provide an R&R opportunity and complimentary lodging, meals, snacks, and activities in Coastal Carolina. Choices of recreation are the beach, bicycle rides, boat rides, fishing, golf,

⁴ Operation At Ease, Inc., Non-profit corporation registered in the State of North Carolina 501c3, Status Approved by the IRS (April 2009), P.O. Box 10731 Southport, NC 28461, Telephone: 910-253-1301, Email: contactus@oaeamerica.org, Website: www.oaeamerica.org.

kayaking, indoor pool/health club, outdoor pool, quiet time, shopping, tennis, walking tour of South Port, or a spa.

OAE hosts military family visits from March – October on the second and fourth weekends of each month. They host about three families per weekend—six families per month—for a total of 48 families. Military families apply via the OAE website or through referrals from military chaplains. Once a family’s application is approved, they are contacted by an OAE volunteer to schedule their weekend. Prior to their visit, each family has an assigned host who contacts them to obtain names, ages of children (if applicable), learn if there are any food allergies, special needs, obtain cell phone numbers, provide family with contact information for photographer, boat ride provider, masseuse, and golf host. Families schedule the day and time and control their own schedules. Typically, guests arrive on Friday afternoon / evening and the host meets and greets the family and escorts them to their condo, orients them to their condo and St James Plantation, confirms scheduled activities, and answers questions. Once the host is assured that the family is comfortable and all questions have been addressed, the host leaves the family on their own to enjoy the weekend. The family has the host’s contact information and the host is on call 24-7 during the family’s stay in case of emergencies or just to answer questions or help in any way.

An OAE representative contacted me by referral from our state National Guard Chaplain. My family and I were awarded a weekend by OAE to come and experience their ministry to military warriors needing a getaway. My family was pampered all weekend during our visit to St James Plantation last year. It was definitely a positive experience we will remember.

Although OAE is a non-profit, we discovered through conversation and actions that OAE is guided by Christian principles and precepts. In the condo we stayed in we found Bibles, tracts, and cards with Bible verses attached to our home cooked meals, invitations to local churches for services, and phone calls from OAE members wishing us well. If their purpose was relaxation, then their intent was spiritual. I applaud OAE for their commitment to help the military community by providing an all-inclusive beach vacation experience to those who need it the most. OAE members get the satisfaction of knowing that they have served others well and they also get to write off the weekend that was donated to the military member. What a beautiful and creative avenue to share your gifts to others in need.

Institute for Veterans and Military Families

Known as IVMF, this organization was birthed when a university professor asked himself and his colleagues what they could do to help returning war warriors. This small group of professors decided the logical thing to do was to instruct and advise warriors in entrepreneurship or business creation as they transitioned from military life to civilian life. These wounded warriors were the reminder of the horrors of the Gulf war and were coming home in droves without limbs, diminished brain capacity, and some without the ability to take care of themselves. Professor Mike Haynie, Entrepreneurship Chair of the Whitman School of Business in Syracuse, New York, became a catalyst of change when he determined that he would make a difference in the lives of these warriors. To get a

full picture of his vision and passion you can listen to his TED talk here:

<https://youtube/oSWhIUiGang>.⁵

As taken from their website, “The IVMF is the first interdisciplinary national institute in higher education focused on the social, economic, education and policy issues impacting warriors and their family’s post-military service. Through their focus on warrior-facing programming, research and policy, employment and employer support, and community engagement, the institute provides in-depth analysis of the challenges facing the warrior community, captures best practices and serves as a forum to facilitate new partnerships and strong relationships between the individuals and organizations committed to making a difference for warriors and military families⁶”.

This writer became aware of the initial launch of this organization when it was known as EBV or Entrepreneurship Bootcamp for Veterans. I read an article about Mike Haynie so I contacted him to find out more because I wanted to help our warriors in NC. After explaining the program to me he offered to give me entrance to the program if I would wear my chaplain hat if needed in the upcoming launch of EBV-F or Entrepreneurship Bootcamp for Warriors Families. This new program would give the same tools and training to spouses of wounded warriors so they could start new ventures to support their wounded warriors. This was my inauguration to the entrepreneurship world for the purpose of changing lives. Mike Haynie gave me an opportunity just like so many hundreds of other warriors. This was a warrior subculture never encountered before with mostly wives of wounded warriors. They were spunky, bright, engaging, personable but also very outraged at the system that was so broken...the government

⁵ Mike Haynie explains his passion for helping warriors.

⁶Read more at <http://vets.syr.edu/#dtYS5mYeHZ7Lhofe.99>.

helping arm. I don't know if I brought any measure of peace to this blessed group but they taught me something—to never give up. Resilience is not taught, it is caught! I watched the healing begin as some of the wisest business professionals gave their personal time to train, coach, and walk with these spouses who had been enduring excruciating amounts of pain and effort to care for their broken loved ones. The stories are too many and too difficult to portray here but their memories linger in my head.

In the EBV-F program you participate in a backboard learning environment for two months and then attend a week-long crash course that resembles a mini-MBA so I've been told. The goal is to bring an idea from the conceptual stage to the implementation stage during this time. Since my wife and I owned and operated a dance studio my business plan was a plan for a secondary location. Although the emphasis was on the dance studio business plan I began taking notes for starting a venture that would incorporate faith and entrepreneurship for my warrior friends. My EBV-F experience fueled my passion for bringing warriors, faith, and entrepreneurship together. In the next several months I developed a concept called Spiritual Bootcamp for Warriors. In time it would morph into *Tour of Duty Leadership Network* because warriors needed more than a bootcamp experience, and more than a spiritual emphasis. They needed a healthy dose of Christ and leadership principles on a continuous basis to guide them into the light and out of the darkness of war.

Blue Star Families

Blue Star Families⁷ in partnership with Institute for Warriors and Military Families produced the 2014 Military Family Lifestyle Survey (Executive Summary), which was created to:

facilitate a holistic understanding of the experiences of service members, warriors and military families so that communities, legislators and policy makers can better serve each of their unique needs and ...identify the key aspects of military life to effectively target resources, services and programs in order to support the sustainability of military service.⁸

The reason I have included them in my research is due to their invaluable work extracting feedback from warriors which becomes an excellent tool for any faith community, agency, or network looking to help military members and warriors. The survey polled 6200 respondents including military spouses, service members, and warriors in order to provide a realistic snapshot of issues facing our military members, military families, and warriors today. Blue Star Families encourages the use of these findings to create solutions, partnerships, and collaboration that will continue and support work already being offered in our communities.

The survey results indicate a broad range of needs among military members, military families, and warriors that range from issues such as pay and benefits and the disconnect between military and civilian life to uncertainty about the future in the military. These needs are important to note as we seek out ways to connect the local church to military and warriors in our communities. We no longer need to guess at the

⁷ Blue Star Families is a national, nonprofit network of military families from all ranks and services, including Guard and Reserve, dedicated to strengthening, connecting and leading military families.

⁸ “2014 Military Family Lifestyle Survey: Findings and Analysis,” Blue Star Families, Department of Research and Policy, Washington, D.C., accessed January 13, 2016, <https://bluestarfam.org/resources/2014-military-family-lifestyle-survey>.

problems this group of citizens is facing but now we can focus our energy on producing solutions that will impact our military members and warriors for the glory of God.

Out of a passion to minister and help warriors, a great response to a PTSD seminar in 2011, the research of military ministry at The Bridge and Madison Avenue churches, the hospitality ministry of Operation At Ease, and my experiences with Blue Star Families and IVMF, I began to see the beautiful qualities among the different helping organizations providing warrior ministry and/or care. Some were event oriented while others were more relationship oriented in their approach. Some were educational and some were recreational. They all started with a small group of people who decided to help warriors based on the resources they had in hand. A church utilized the connections of warriors in their congregation and a few retirees used the down time on their beach rental properties. Some were up front and intentional about the gospel of Jesus Christ while others had a more subdued approach to evangelism. Just like the individual personalities God gave us, these organizations had their own personalities, identities, and approaches to ministry. What if we took the best from each and created a new paradigm of ministry? And who will do it? God put me in the middle of this dilemma so I decided that I could leverage the talents and gifting that God has given me, my role as a military chaplain, and my network with local churches in North Carolina to create something new and exciting to rally our churches and heal our warriors.

Local Researcher

Christianity Today released an article on June 22, 2015 by Warren Kinghorn, Psychiatrist at the VA Medical Hospital in Durham, North Carolina titled “7 Practical

Things the Church Can Do for Warriors.”⁹ It feels good to know that others are studying and processing the same questions, thoughts, and solutions for warriors. *Tour of Duty* has already put most of the seven practices into our model of ministry. They include connecting warriors with each other and with helping agencies, identifying good therapists, preaching difficult parts of scripture, being good listeners, sending warriors to seminary, and preparing them to lead and work.

Tour of Duty Tribe was designed to connect warriors with each other, and not only that, but to have warriors leading each other. The church is uniquely designed to foster that environment and create an ethos that will allow our warriors to walk with each other as they heal grow and develop into all that God wants them to be.

Forming relationships with care providers and having them on speed dial came out of necessity. About three years ago a working relationship was formed with Jennifer Dean at Agape Counseling Center in Matthews, North Carolina. Jennifer has become the go-to counselor because she understands trauma, devastation, and pain that warriors experience because of war and the compounding effect in everyday life. But we didn’t stop there, we forged relationships with the local county Warrior Affairs coordinator, the state Warrior’s Assistance office, Charlotte Bridge Home, a networking and one stop connector for warriors in the Charlotte metro area. The list goes on but the point is to bring as many subject matter experts into the picture so our warriors can have the benefit of these much needed services.

Studying the scriptures is the foundational stone of *Tour of Duty*. Faith is the first pillar of our four pillars of strength. The gap in government subsidized counseling and

⁹ Warren Kinghorn, “7 Practical Things the Church Can Do for Warriors,” *Christianity Today*, 59, no. 5 (June 2015): 40.

therapy has been the absence of faith and the healing that comes from incorporating the Holy Spirit in warrior soul care. The truths of Jesus Christ are recorded for us to read, meditate and live out. The church can and should take advantage of the unique position and influence they have to impact warriors. There are scriptures that support the case for a need for warrior soul care. Old Testament and New Testament prophets were subjected to war and its effect on mankind and they have much to say about it. The relevance comes when the church can break these truths down in ways that our warriors can connect with and comprehend. That means we must put on our creative hats and get to work.

What does it mean to listen? The idea of listening is to be with someone in a way that will enable you to have the ability to speak into their life. How can we listen if we're not present with them? It was mentioned earlier that *Tour of Duty Tribe* is a place where warriors can be, belong, and become. This is a place where warriors can speak their mind and be heard but without coercion. The dynamic must include mentors and leaders who have been in their shoes, so it must be a warrior on warrior setting.

Sending warriors to seminary is possible as First Baptist Church, Indian Trail North Carolina—the mother of this pilot program—also supports a local bible college in which one of our staff pastors serves as an instructor. Forming a partnership for formal seminary education could happen and would be a welcome possibility. What a great idea for warriors who desire to excel in their calling and study of God's word.

Helping warriors work and lead is where this whole project started. Gordon-Conwell Theological Seminary along with professors Dr. David Gill and Dr. Al Erisman were instrumental in helping this writer understand and clarify the catalyst that would

bring hope and healing to our warriors returning home from war. As mentioned earlier in this study, the commonality of work is the thread that binds all warriors. Leadership was central to the warrior when in uniform and leadership is needed now for our warriors to understand and realize their full potential in Christ. The *Tour of Duty Leadership Network* is our tool for organizing and dispensing leadership to the warriors within our sphere of influence. Now the real work begins, convincing the church to put these into practice while we have a chance to redeem the warrior community.

ADDITIONAL RESOURCES

Mentoring Organizations

Eagle Rock Camp, <http://www.eaglerockcamp.org>

Eagle Rock Camp is a South Carolina-based 501(c) 3 non-profit corporation founded in December, 2010, after founder Lynn Miller discovered very limited resources for military families. Lynn, her board of directors, and a focus group of warriors carefully listened to what the military families needed and then developed Eagle Rock Camp's programs to meet those needs. Meeting all members of the family at their level of need, these evidence-based programs help heal the body, mind and spirit.

Patriots Path, <http://patriots-path.org/>

Patriots Path is a non-profit 501(c) 3 organization created to provide Post-Military Career Transition Strategies to Warriors recently retired or separated from the military.

Five week sessions, one-on-one coaching and ongoing support are offered at a minimal charge thanks to the support of our corporate partners.

EBV, <http://vets.syr.edu/education/ebv/>

The Entrepreneurship Boot Camp for Warriors offers cutting edge, NO COST experiential training offered by the Whitman School of Management at Syracuse University in entrepreneurship and small business management to *post-9/11 warriors with disabilities* resulting from their service to our country. The EBV is designed to open the door to business ownership for our warriors by 1) developing your skills in the many steps and activities associated with launching and growing a small business, and by 2) helping you leverage programs and services for warriors and people with disabilities in a way that furthers your entrepreneurial dreams.

EBV-F, <http://vets.syr.edu/education/ebv-f/>

The Entrepreneurship Boot camp for Warriors' Families (EBV-F) is a NO COST education and training program offered by the Whitman School of Management at Syracuse University and the Florida State University College of Business. The program leverages the flexibility inherent in small business ownership to provide a vocational and economic "path-forward" for military family members.

The Operation Endure & Grow, <http://apps.whitman.syr.edu/endureandgrow/>

The Operation Endure & Grow program is a new online training experience focused on the fundamentals of launching and/or growing a small business founded at the Whitman School of Management in 2010 that is administered by the Institute for

Warriors and Military Families at Syracuse University in cooperation with the U.S. Small Business Administration. The eight-week training program is open to *National Guard and Reservists, as well as their family members.*

New Canaan Society, <http://www.newcanaansociety.org/>

NCS is a network of men joined by a common desire for a deep and abiding friendship with Jesus, and lasting and transparent friendships with each other. The mission and purpose of NCS is to connect men who seek and value such friendships, to work together in partnership, and to encourage and equip each other to experience personal transformation, in an environment of trust and acceptance. Through friendship, partnership, and transformation, we will have a positive and powerful impact on our families, our communities, the marketplace and the world. I was very moved when I heard Jim Lane speak of this movement and I realized this fellowship is a much needed element in the warrior's soul healing process.

Barn Brothers, <http://barnbrothers.weebly.com/>

In March of 2005, Kevin Casner and a handful of men began a journey. They met in the second story of Bob Blake's Barn somewhere in Indian Land, SC and watched the eight-part "Wild at Heart" video series. They took a journey together to discover how to navigate all the crap of life and how to get what they knew about God from their heads to their hearts. Now, almost nine years later, men continue to meet at The Barn EVERY Tuesday night. The handful from 2005 has grown to 40, 50, 60 depending on the night, often standing room only.

Authors

Adsit, Chris, *Combat Trauma Healing Manual: Christ-Centered Solutions for Combat Trauma*. 2007. Newport News, VA: Military Ministry Press. 192pp.

Adsit is a graduate of Colorado State University and has been on staff with Campus Crusade for Christ since 1974. Chris is the author of *Personal Disciplemaking* and *Connecting With God*, used internationally as standard manuals on Christian spiritual formation. Chris's current role is with Campus Crusade Military Ministry as Associate National Director for Disciplemaking. He lives in Eugene, Oregon with his wife Rahnella, who is Military Ministry's Associate National Director of Staff and Troop Care and gives leadership to their PTSD Task Force. They have four children.

The *Combat Trauma Healing Manual* provides spiritual tools for struggles with PTSD that combine insights from the medical and psychiatric communities with the timeless principles of God's Word

Broughton, Larry, and Dyer, Phil, *Victory*. 2011. Newport Beach, CA: Bandera Publishing. 168pp.

Larry Broughton, former Special Forces Operator is Founder/CEO of Broughton Hotels, a leader in the boutique hotel industry; and Co-Founder/CEO of Broughton Advisory Group, a strategic vision, elite team building, and transformational leadership organization with clients ranging from entrepreneurial start-ups to Turner Broadcasting and the Pentagon. He's received numerous awards for business performance, innovation and leadership; including Ernst and Young's prestigious *Entrepreneur of the Year*®,

NaVOBA'S (National Warrior-Owned Business Association) *Vetreprenuer® of the Year*, Coastline Foundation's *Visionary of the Year*, while *Entrepreneur Magazine* included Broughton Hotels in their *Hot 500 List*.

Phil Dyer is Co-Founder of the VICTORY Success System, West Point graduate, and former Army Captain. Phil enjoyed highly successful "duty assignments" in corporate sales for a Fortune 50 company, as a fee-only financial planner and as a national financial educator for a major military association. Over the last 15 years, Phil has counseled hundreds of entrepreneurs and thousands of transitioning military service members on financial, tax and success strategies.

A prolific writer and author, Phil has over one hundred business/financial by-lines in major magazines and is frequently quoted in publications such as *Money*, *Kiplinger's*, *Men's Health* and many others. He is the co-author of *VICTORY: 7 Entrepreneur Success Strategies for Warriors* with Larry Broughton. A serial entrepreneur, Phil has run and sold two small businesses and currently actively owns a boutique financial planning practice and a strategic consulting business

Military warriors possess the perfect combination of drive, determination, and dedication to make outstanding entrepreneurs! Vets start businesses at four times the rate of the general population; one in seven small businesses operating today are warrior-owned and they enjoy double the success rate of other businesses. Many of today's most prominent businesses, including Nike, FedEX, and GoDaddy.com were founded by vets. Sadly, many government programs designed to "help and support" warriors start, run, and grow a business simply don't work and are designed, administered, and taught by people who have never actually run a successful business. Rote formulas and one-size-fits-all

government solutions don't cut it on the modern "business battlefield." Today's current and aspiring "Vetrepeneurs" deserve better. They deserve the best cutting-edge information, tools, and support mechanisms to create enduring success! Broughton & Dyer have distilled decades of mission-tested business and military experience into seven essential strategies you can immediately use to transform your military experience, skills and values into an unstoppable force to break through the barriers of business mediocrity and achieve entrepreneurial success

Cantrell, Bridget, *Down Range: To Iraq and Back*. 2008. Wordsmith Books. 160pp.

Cantrell, Ph.D. writes and travels extensively around the globe teaching and conducting workshops for our current military personnel and their families. She focuses on pre and post deployment issues, Combat Operational Stress (COS), and all transitional challenges that our Armed Forces are continually confronted with. Her workshops have been given in both the European and Pacific duty assignments, and her timely books are utilized throughout all branches of the service and warriors' organizations. Dr. Cantrell is the President/CEO of Hearts Toward Home International, a charitable non-profit organization dedicated to the recovery and reintegration of trauma survivors. Her home base is in the Pacific Northwest.

In a book dedicated to bringing the troops home and addressing the challenges of re-integration from combatant to civilian, Bridget C. Cantrell, Ph.D. and Vietnam warrior Chuck Dean, present vital information for returning troops and loved ones. Why do so many warriors suffer from flashbacks, depression, fits of rage, nightmares, anxiety,

emotional numbing, and other aspects of Post-Traumatic Stress Disorder (PTSD)? The answers are here.

Gill, David, *Doing Right*. 2004. IVP Books. Downers Grove, Ill. 345pp.

David W. Gill is Mockler-Phillips Professor of Workplace Theology & Business Ethics and Director of the Mockler Center for Faith & Ethics in the Workplace at Gordon-Conwell Theological Seminary in South Hamilton and Boston, Massachusetts. Prior to joining the faculty of Gordon-Conwell in Fall 2010, he served for six years as Professor of Business Ethics on the MBA faculty of St. Mary's College of California (2004 – 2010), nine years as Carl I. Lindberg Professor of Applied Ethics at North Park University in Chicago (1992 – 2001), and thirteen years as founder, Professor of Christian Ethics and Dean or President at New College Berkeley, an interdenominational graduate school of theology for lay men and women (1977 – 1990).

Gill finds "Ten Words" that God originally spoke to Israel to be just as pertinent today as they were when Moses first heard them. As Christians, what we long for is not damage control, but mission control. The Ten Commandments offer a sound set of ethical principles that takes us beyond mere damage control to mission control, a guide that shows us how we can be proactive in fulfilling our dual purposes of loving God and others.

Gill, David, *It's About Excellence: Building Ethically Healthy Organizations*. 2008, 2011). Eugene, OR: Wipf & Stock. 223 pp.

It's About Excellence is a product of more than thirty years of study, classroom teaching, organizational leadership, and business consulting. It is a manifesto as well as a toolbox and blueprint for going beyond a reactive “damage control” approach to a holistic, proactive “mission control” approach that focuses on building an ethically healthy corporate culture. It is simultaneously deep and practical, rooted in the best thinking about business ethics while profusely illustrated for managers in the trenches.

Godin, Seth, *Tribes: We Need You to Lead Us.* 2008. New York, NY: Penguin Group. 172pp.

Seth Godin is the author of fifteen international bestsellers that have been translated into over thirty-five languages, and have changed the way people think about marketing and work. In addition to his writing and speaking, Seth is founder and CEO of Squidoo.com, a fast growing recommendation website. His blog is the most popular marketing blog in the world. Before his work as a writer and blogger, Godin was Vice President of Direct Marketing at Yahoo.

A tribe is any group of people, large or small, who are connected to one another, a leader, and an idea. The Internet has eliminated the barriers of geography, cost, and time. All those blogs and social networking sites are helping existing tribes get bigger. But more important, they’re enabling countless new tribes to be born and so the key question is “Who is going to lead us?” The Web can do amazing things, but it can’t provide leadership. That still has to come from individuals, people just like you who have passion about something. The explosion in tribes means that anyone who wants to make a

difference now has the tools at her fingertips. The desire to change things, the ability to connect a tribe, and the willingness to lead is all that is needed.

Ingram, Chip, *True Spirituality: Becoming a Romans 12 Christian*. 2009. New York: Howard Books. 321pp.

Chip Ingram is senior pastor of Venture Christian Church in Los Gatos, California, and the president and teaching pastor of *Living on the Edge*, an international teaching and discipleship ministry. He is the author of ten books, including *Good to Great in God's Eyes; Love, Sex & Lasting Relationships*; and *The Invisible War*. He and his wife Theresa have four children and six grandchildren. This book provides a picture of what a Christian should look like and a blueprint to becoming a true disciple of Christ. This book will provide a foundational teaching tool to disciple warriors in the foundations of Christianity.

Johnson, James, *Combat Trauma*. 2010. Lanham, MD: Rowman and Littlefield Publishers. 199pp.

Johnson was a Chaplain with the 3rd Battalion, 60th Infantry, 9th Division, he didn't carry a gun, but was in 22 firefights, 10 of which turned into major battles. Serving with the Mobile Riverine Force in the Mekong Delta for nearly a year beginning in July 1967, Chaplain Johnson was determined to be with his men when they needed him most, during combat. After Vietnam, Johnson stayed in the Army serving at Fort Bliss and in Germany. After 15 years, Lt. Col. Johnson retired from the Army and earned his doctorate in marriage and family counseling. Nearly four decades after serving in

Vietnam, Post Traumatic Stress Disorder (PTSD) overtook Johnson, forcing him to give up his career. In his new book *Combat Trauma: A Personal Look at Long-Term Consequences*, Johnson and fifteen of his comrades share their intimate experiences of the combat they waged in Vietnam, and that they continue to wage inside themselves.

Sixteen warriors recount in vivid detail their experiences in combat and how those experiences have changed the rest of their lives. It describes in detail how Combat Trauma affects the lives of a lot of vets.

Larimore, Walt and Peel, Bill, *Workplace Grace*. 2010. Zondervan. 216pp.

Dr. Larimore is a prolific author and has published thirty books, thirty medical textbook chapters, and nearly 700 articles in a variety of medical journals and lay magazines. His best-selling books include *Bryson City Tales*, *Bryson City Seasons*, and *Alternative Medicine: The Christian Handbook*. His books have garnered a number of national awards, including three Gold Medallion Award nominations, two Christy Award nominations, a Retailer's Choice Award, and a Book of the Year Award from ECPA.

Peel is founding Executive Director of The Center for Faith & Work at LeTourneau University and is an award-winning author/co-author of seven books (in multiple languages) including *Workplace Grace*, *What God Does When Men Lead*, and *Discover Your Destiny*. With his friend Dr. Walt Larimore, Bill co-wrote the continuing medical education course, *Saline Solution*, and has taught healthcare professionals worldwide to effectively speak about faith issues with their patients. The next generation of this highly acclaimed course, now *Grace Prescriptions*, is being released in 2014. Bill holds degrees from Southern Methodist University and Dallas Theological Seminary. He

is currently pursuing doctoral studies at Gordon-Conwell Seminary. Bill and his wife, Kathy, have three grown sons and live in Dallas, Texas.

Workplace Grace offers a biblical model for evangelism that respects the unique relationships you have with your coworkers, clients, and customers. It illustrates how to be authentic instead of artificial when sharing what you believe even to the most skeptical person, and cultivate caring connections with those who have not yet come to know Jesus.

Levi, Daniel, *Group Dynamics for Teams*. 2013. Thousand Oaks, CA. Sage Publications. 393pp.

Levi is a Professor in the Psychology and Child Development Department at Cal Poly, San Luis Obispo. He has an M.A. and a Ph.D. in environmental psychology from the University of Arizona. He teaches classes in group dynamics and in social, environmental, and organizational psychology. In addition, he teaches classes in teamwork in courses primarily for engineering students at Cal Poly. He has conducted research and worked as a consultant with factory and engineering teams for companies such as Nortel Networks, TRW, Hewlett-Packard, and Philips Electronics. In addition, he has researched international team projects in Europe and Asia. Dr. Levi's research and consulting with factory teams primarily has focused on the use of teams to support technological change and the adoption of just-in-time and quality programs.

Levi, explains the basic psychological concepts of group dynamics with a focus on their application with teams in the workplace. Grounded in psychology research but with a very practical focus on organizational behavior issues, this fully updated Fourth

Edition helps readers understand and participate in teams more effectively in their day-to-day work.

Mason, John, *An Enemy Called Average*. 2013. Insight International. 136pp.

John Mason is the founder and president of Insight International, a ministry dedicated to bringing excellence and efficiency to ministries and businesses. He travels the globe speaking to church, civic, and business groups. His books include *You're Born an Original-Don't Die a Copy; Don't Wait for Your Ship to Come in-Swim Out to Meet It; Let Go of Whatever Makes You Stop*, and many others. He, his wife Linda, and their four children reside in Tulsa, Oklahoma.

Mason challenges you to grow and become all that God has created you to be with timely and enduring teachings that include “A goal is a dream with a deadline,” “The chip on the shoulder weighs a ton,” “The best time of day is now,” “God will use you right where you are today,” and “Are you ready to defeat that Enemy Called Average in your life?”. Your mind and soul will be renewed through reading the wisdom of this book.

Maxwell, John, *Developing the Leader within You*. 1993. Thomas Nelson, Nashville, TN. 178pp.

John C. Maxwell is an internationally recognized leadership expert, speaker, coach, and author who has sold over 19 million books. Dr. Maxwell is the founder of EQUIP and the John Maxwell Company, organizations that have trained more than 5 million leaders worldwide. Every year he speaks to Fortune 500 companies, international

government leaders, and organizations as diverse as the United States Military Academy at West Point, the National Football League, and the United Nations. A *New York Times*, *Wall Street Journal*, and *Business Week* best-selling author, Maxwell has written three books which have each sold more than one million copies: *The 21 Irrefutable Laws of Leadership*, *Developing the Leader Within You*, and *The 21 Indispensable Qualities of a Leader*. You can find him at JohnMaxwell.com and follow him at Twitter.com/JohnCMaxwell.

Maxwell outlines principles for inspiring, motivating, and influencing others. These principles can be used in any organization to foster integrity and self-discipline and bring about a positive change. *Developing the Leader Within You* also examines how to be effective in the highest calling of leadership by understanding the five characteristics that set "leader managers" apart from "run-of-the-mill managers."

Northouse, Peter, *Introduction to Leadership*. 2011. Thousand Oaks, CA. Sage Publications. 267pp.

Northouse, PhD, is Professor Emeritus of Communication in the School of Communication at Western Michigan University. His scholarly and curricular interests include models of leadership, leadership assessment, ethical leadership, and leadership and group dynamics. For more than 30 years, he has taught undergraduate and graduate courses in leadership, interpersonal communication, and organizational communication on both the undergraduate and graduate levels. Currently, he is a consultant and lecturer on trends in leadership research, leadership development, and leadership education. He

holds a doctorate in speech communication from the University of Denver, and master's and bachelor's degrees in communication education from Michigan State University.

Northouse provides readers with practical strategies for becoming better leaders. This text provides the much needed "how-to" component of leading for students in leadership courses. Three interactive components in every chapter—self-assessment questionnaires, observational exercises, and reflection and action worksheets—get readers actively involved in applying leadership concepts to their own lives. Grounded in leadership theory, yet accessible and reader-friendly, this book covers a fundamental aspect of leadership

Parnell, Sean, and John R. Bruning. *Outlaw Platoon: Heroes, Renegades, Infidels, and the Brotherhood of War in Afghanistan*. New York, NY: William Morrow, 2012.

A riveting story of American fighting men, *Outlaw Platoon* is Lieutenant Sean Parnell's stunning personal account of the legendary U.S. Army's 10th Mountain Division's heroic stand in the mountains of Afghanistan. Acclaimed for its vivid, poignant, and honest recreation of sixteen brutal months of nearly continuous battle in the deadly Hindu Kesh, *Outlaw Platoon* is a *Band of Brothers* or *We Were Soldiers Once and Young* for the early 21st century—an action-packed, highly emotional true story of enormous sacrifice and bravery. This account of war in Afghanistan is honest, apolitical, and strategic in conveying the horrid emotions of returning home from war and coping with life postwar.

Partridge, Dale, *People Over Profit*. 2015. Nelson Books, Nashville, TN. 218pp.

Serial entrepreneur and business visionary Dale Partridge reveals seven core beliefs that create success by putting people first. Every day major headlines tell the story of a new and better American marketplace. Established corporations have begun reevaluating the quality of their products, the ethics of their supply chain, and how they can give back by donating a portion of their profit to meaningful causes. Meanwhile, millions of entrepreneurs who want a more responsible and compassionate marketplace have launched a new breed of socially focused business models. Sevenly founder Dale Partridge uncovers the seven core beliefs shared by consumers, starters, and leaders behind this transformation. These beliefs have enabled Dale to build a multimillion-dollar company that is revolutionizing the marketplace. He believes they are the secret to creating a sustainable world that values honesty over deception, transparency over secrecy, authenticity over hype, and ultimately, people over profit.

Posner, Barry, and Kouzes, James, *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 2012. San Francisco, CA. Jossey-Bass. 411pp.

Jim Kouzes and Barry Posner have been working together for more than 30 years, studying leaders, researching leadership, conducting leadership development seminars, and serving as leaders themselves in various capacities. They are coauthors of the award-winning, best-selling book *The Leadership Challenge*. Since its first edition in 1987, *The Leadership Challenge* has sold more than two million copies worldwide and is available in more than twenty-two languages.

The central theme of *The Leadership Challenge* is that leadership is for everyone. It can be learned, but, let's face it, it's not easy. *The Leadership Challenge* is based upon learnings from leaders at all levels - and shows how "regular people" can make a huge, positive difference in their organizations. It is written in a way that can help executives, mid-managers, first-line supervisors, project leaders—and even individual contributors—better understand how they can lead and immediately apply what they have learned in their work.

Rath, Tom, and Conchie, Barry, *Strengths Based Leadership*. 2009. New York, NY. Gallup Press. 288pp.

In *Strengths Based Leadership*, #1 *New York Times* bestselling author Tom Rath and renowned leadership consultant Barry Conchie reveal the results of this research. Based on their discoveries, the book identifies three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership. Rath and Conchie share firsthand accounts from some of the most successful organizational leaders in recent history, from the founder of Teach For America to the president of The Ritz-Carlton, as they discuss how their unique strengths have driven their success. *Strengths Based Leadership* will give warriors a new road map for leading people toward a better future.

Scazzero, Peter, *Emotionally Healthy Spirituality*. 2006. Thomas Nelson, Nashville, TN. 227pp.

Peter Scazzero is founder and senior pastor of New Life Fellowship Church, Queens, New York—a multiracial, international church with over sixty-five countries represented. Pete is author of the award-winning *The Emotionally Healthy Church: Revised and Expanded*. He holds a doctorate of ministry from Gordon-Conwell Theological Seminary. He and his wife, Geri, are cofounders of Emotionally Healthy Spirituality, a groundbreaking ministry to leaders and local churches.

God awakened Pete to a biblical integration of emotional health, a relationship with Jesus, and the classic practices of contemplative spirituality. It created nothing short of a spiritual revolution, utterly transforming him and his church. Scazzero outlines his journey and the signs of emotionally unhealthy spirituality. He provides seven biblical, reality-tested ways to break through to the revolutionary life Christ meant for you. “The combination of emotional health and contemplative spirituality,” he says, “unleashes the Holy Spirit inside us so that we might experientially know the power of an authentic life in Christ.”

Scazzero, Peter, *The Emotionally Healthy Leader*. 2015. Zondervan, Grand Rapids, MI. 328pp.

The Emotionally Healthy Leader, bestselling author Peter Scazzero shows leaders how to develop a deep, inner life with Christ, examining its profound implications for surviving stress, planning and decision making, building teams, creating healthy culture, and influencing others.

Slone, Laurie B. and Friedman, Matthew J. *After the War Zone: A Practical Guide for Returning Troops and Their Families*. 2009. Philadelphia, PA: De Capo Press. 296pp.

Laurie B. Sloan, PhD, is the Associate Director for Research and Education of the VA National Center for PTSD and an assistant professor at Dartmouth Medical School.

Matthew J. Friedman, MD, PhD, is Executive Director of the VA National Center for PTSD and a professor of Psychiatry and of Pharmacology at Dartmouth Medical School.

Two experts from the VA National Center for PTSD provide an essential resource for service members, their spouses, families, and communities, sharing what troops really experience during deployment and back home. Pinpointing the most common after-effects of war and offering strategies for troop reintegration to daily life, Drs. Friedman and Slone cover the myths and realities of homecoming; reconnecting with spouse and family; anger and adrenaline; guilt and moral dilemmas; and PTSD and other mental-health concerns. With a wealth of community and government resources, tips, and suggestions, *After the War Zone* is a practical guide to helping troops and their families prevent war zone stresses from having a lasting negative impact.

Snider, Don, LSC *Forging The Warrior's Character*. 2012. New York, NY: McGraw-Hill. 224pp.

Snider served for 28 years in the U.S. Army. He then served in Washington, DC, as an analyst and the director of political military research at the Center for Strategic and International Studies, as the Olin Professor of National Security Studies at West Point, and a final decade on the Academy's faculty. He is now Professor Emeritus of Political

Science at West Point. He also serves as Senior Fellow in the Center for Army Profession and Ethic and as Distinguished Visiting Professor at the Army War College.

West Point's nondenominational "Cadet Prayer" has instilled the values of moral leadership in its cadets for nearly 100 years. In *The Warrior's Character*, Retired U.S. Army Colonel Don Snider and his colleagues provide a look into West Point's development of leaders of character through the moral precepts found in the prayer and the Army's seven primary, timeless values: LOYALTY * DUTY * RESPECT * SERVICE * HONOR * INTEGRITY * COURAGE. All added up, they form the foundation on which great leadership is built—in the military, in business, in life. *The Warrior's Character* provides the inspiration and knowledge you need to become the best leader possible. Embrace the lessons inside and lead your people and organization to greatness.

Tsika, Paul and Billie, *Get Married, Stay Married*

Paul and Billie Kaye Tsika were married April 28, 1966. They met while serving in the United States Marine Corps. Entering the Ministry was not in their plans, but God had different ideas. They have traveled since 1971 in serving churches nationally and internationally. They have three children. They reside at Restoration Ranch in Texas working side by side with their two sons and their families

Training Churches and Non-Profits

Organizational Best Practices

Religious Support Study, Chaplain (COL, RET) Larry E. Jones, 30 September 2010

North Carolina National Guard's (NCNG) Adjutant General, through his Directorate of Military-Civil Affairs (J9), commissioned a project to explore ways of enhancing ministry and to determine how Religious Support Teams (RST's) fit into a larger effort being developed to address behavioral health.

Identify churches in NC (NG study 2010) currently serving the warrior population by providing pastoral care, accountability, and/or affinity groups

Whitley Church/The Bridge, Goldsboro NC

Whitley Church was identified as offering the best military ministry statewide as a result of my involvement in a study conducted by Chaplain (COL, RET) Larry Jones of the North Carolina Army National Guard. Whitley has forged close ties with service members belonging to Seymour-Johnson Air Force Base in Goldsboro NC.

First Baptist Church, Indian Trail NC

FBCIT is my home church and sets a great example of military ministry for other churches to model. They have employed a lay military coordinator to keep close tabs on deployed family members and to raise awareness for troops through projects and military holidays.

The Other Six Days, Workplace Ministry, Raleigh NC. <http://theother6days.com/web/>

Based in Raleigh, North Carolina, *The Other 6 Days* (TOSD) is a nondenominational ministry that seeks to give glory to God by assisting Christian men and women with living their faith in the workplace and in their daily life. I have been inspired by the initiative to encourage Christians to be workplace disciples and by their daily scriptural devotions related to the workplace.

Operation At Ease, <http://oaeamerica.org/index.html>

Operation at Ease

P.O. Box 10731

Southport, NC 28461

To provide active duty military personnel who have deployed to Iraq and/or Afghanistan, and their immediate families, with a complimentary weekend of rest, relaxation and recreation, as an expression of our appreciation and gratitude for their service.

This was a collaborative effort of private citizens who came together to leverage unused rental periods to help warriors recover from the stress of lengthy deployments and to say thank you for serving our country.

Professional Leaders

John Oliver, Chaplain, VA Hospital, Durham NC

Reverend Dr. John P. Oliver is the Chief of Chaplain Service and an ACPE certified Clinical Pastoral Education Supervisor at the Durham Warriors Affairs Medical Center in Durham, North Carolina.

John has provided spiritual support to Warriors, their families, and loved ones since 1997. John was raised in Colombia, South America. He and his wife Karin have three children. John earned his BA and BM degrees from Samford University, his Masters of Divinity from Southwestern Baptist Theological Seminary, and his Doctor of Ministry degree from Columbia Theological Presbyterian Seminary. John completed his Clinical Pastoral Education Supervisory Training at Duke University Medical Center. John's doctoral work focused on pastoral care to those who have experienced traumatic events.

Jennifer Dean, Licensed Professional Counselor

Dean is a Licensed Professional Counselor and a native of Union County, North Carolina. She received her B.A. degree from the University of North Carolina at Chapel Hill and her M.A. in Counseling Psychology from Trinity Evangelical Divinity School in Chicago. She is a member of American Association of Christian Counselors. Jennifer worked as a therapist and clinical supervisor in the largest youth development organization in Chicago. She also was a therapist for a Christian counseling group that provided therapy for referring churches in the Chicago area. Jennifer joined Agape in

2009 and has over 15 years of experience working with adults and adolescents. She is also a Level 1 trained EMDR clinician as well as a Licensed Professional Counselor Supervisor.

MAJ Jonathan Heitman, Brigade Chaplain, 30th HBCT, NC Army National Guard

Heitman is the Deputy State Chaplain of the North Carolina Army National Guard. He has extensive experience supervising chaplains and providing religious support to hundreds of soldiers and their families.

Connecting Warriors to Business and Entrepreneurship

Collins, Jim, *Good to Great*. 2001. Harper Collins Publishers. 300pp.

Collins began his research and teaching career on the faculty at Stanford Graduate School of Business, where he received the Distinguished Teaching Award in 1992. In 1995, he founded a management laboratory in Boulder, Colorado, where he now conducts research and teaches executives from the corporate and social sectors. Jim holds degrees in business administration and mathematical sciences from Stanford University, and honorary doctoral degrees from the University of Colorado and the Peter F. Drucker Graduate School of Management at Claremont Graduate University.

Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? Collins and his research team identified a set

of elite companies that made the leap to great results and sustained those results for at least fifteen years.

Edwards, Elizabeth, *Startup: The Complete Handbook for Launching a Company for Less*. 2010. Cincinnati, OH: Essential Books.

Edwards, former venture capital investor and Deloitte strategy consultant, is CEO of Metro Innovation, a catalyst for innovation and entrepreneurship. As a venture capital investor, Edwards invested in start-up companies in a variety of sectors, including clean tech, life sciences, consumer products, and technology. Edwards holds a B.S. in Economics and Cognitive Psychology from the University of Michigan and a MBA from the University of Cincinnati. She lives in Cincinnati, where she serves on the Board of the Greater Cincinnati Venture Association and teaches entrepreneurial finance at Xavier University.

For the technology startup raising venture capital, the freelancer, social entrepreneur, and coffee shop owner, Edwards has written a modern textbook for entrepreneurship, covering all aspects of starting a business, including finance, branding, advertising, PR, accounting, and business law. Part manual, part manifesto, the nearly 400-page text presents proven strategies for launching a startup on a shoestring budget.

Katz, Jerome A., and Richard P. Green. *Entrepreneurial Small Business*. Boston: McGraw-Hill/Irwin, 2007.

Entrepreneurial Small Business (ESB) provides students with a clear vision of small business as it really is today: Katz focuses on the distinctive nature of small

businesses that students might actually start versus high growth firms. The goal of the companies described in this textbook is personal independence with financial security; not market dominance with extreme wealth. Traditional beliefs and models in small business are discussed, as well as the latest findings and best practices from academic and consulting arenas. Katz and Green recognize the distinction between entrepreneurs who aim to start the successor to Amazon.com or the pizza place around the corner. They discuss the challenges facing entrepreneurs, while keeping focused on the small businesses students plan to start.

Marr, Steve, *Proverbs for Business: Daily Wisdom for the Workplace*. 2012. Grand Rapids, MI: Revell Books. 272pp.

Marr hosts *Business Proverbs* radio show, heard nationwide by more than 750,000 listeners. He is president of Business Proverbs Management, which provides resources to Christian ministries and leaders, and the Widow's Mite Foundation. His twenty-six-year career in international trade includes serving as president and CEO of America's fourth largest import-export company. Marr lives in Arizona.

Proverbs for Business will be a great devotional/instructional guide for warrior business owners because it challenges business owners to operate ethically. Each one-page reading includes a poignant question, Scripture, a brief business application, and a verse from Proverbs. The timely topics addressed include quality of service and product, achieving success, human resource issues, decision making, planning, hiring and firing, and work relationships.

Mullins, John, *The New Business Road Test: What entrepreneurs and executives should do before writing a business plan.* 2010. FT Press. 336pp.

Mullins, a warrior of three entrepreneurial ventures, teaches and studies entrepreneurship and the management and financing of rapidly growing businesses, as a professor, at the London Business School and the University of Denver. He holds an MBA from the Stanford Graduate School of Business and a PhD in Marketing from the University of Minnesota.

No matter how talented you are, no matter how much capital you have, no matter how good your business plan is, if you're pursuing a fundamentally flawed opportunity, you're heading for failure. So before you write your business plan, take your idea for a test drive and make sure it really works.

CHAPTER 3

THEOLOGICAL FRAMEWORK FOR WARRIOR SOUL CARE

A person standing alone can be attacked and defeated, but two can stand back-to-back and conquer. Three are even better, for a triple-braided cord is not easily broken.

—*Ecclesiastes 4:12 (NLT)*

The passage in Ecclesiastes 4:12 sums up the passion and motivation for an intentional and purposeful approach to warrior ministry. In the military, the theme “leave no man behind” resonates throughout the ranks and is instilled in the warrior ethos. We don’t leave anyone behind. As a people of God we too have the same mantra that says “leave no man behind.” In fact, God told his courageous warrior, Joshua, that he would never leave him behind. “No one will be able to stand against you as long as you live. For I will be with you as I was with Moses. I will not fail you or abandon you.”¹ If God doesn’t leave anyone behind, then should we? As our fighting men and women reenter the civilian world and seek to reengage their pursuit of family and business interests they encounter a new theme that sounds something like this, “every man for himself.” As the people of God we are strategically designed and positioned to be the shoulders and backs others can lean on in times of need. It’s easier for a warrior to fall when he’s alone because he can’t see everything the enemy is bringing against him. But when we join with another brother or sister, a comrade in arms, we can focus on what is ahead of us because we have each other’s backs. And just to add an element of surprise we get God as our air support to round out the team. When called upon, God responds with firepower

¹ Josh. 1:15 (NLT).

the world has never seen. Who can lose a battle when we have our Lord and each other for support and mutual encouragement?

The church is strategically positioned and equipped to “leave no man behind.” The next step is to just do it. The church is the catalyst of intentional leadership and a mentoring community. In searching the scriptures, I found no better examples than Jonathan, son of King Saul, and David, the Shepherd King. These two great warriors represent the best the church has to offer in intentional leadership and a mentoring community founded on love. To fully understand and implement intentional leadership and a mentoring community we must discover and articulate the meaning of work as it pertains to our warriors. This work that we refer to is the point of entry and also the bridge that we use to connect warriors to the church. When we value their work we value the warriors. Ultimately, through our interest and commitment to validate their work, we will be allowed to gain trust so that we can point the warrior to Christ and the work that He wants to do in their lives.

The Church as the Catalyst of Intentional Leadership and Mentoring

Community

Intentional leadership and a mentoring community are the special ingredients of warrior soul care that will lead to a life of significance and success. Where do we see this kind of leadership and community modeled? We clearly see the courageous leadership modeled by Jonathan, the warrior, in the passages of 1 Samuel 14 in the Old Testament of the Holy Bible—Jonathan and his armor bearer, who came together with God to defeat a vast army, all because they cared enough to join forces for a common cause.

As a people of God we have a record of the kind of courageous, intentional leadership we should emulate as we lead our churches and businesses to open the doors of opportunity to be the salt and light of Jesus. It all starts with intentional leadership, but we must have a mentoring community willing to surrender their lives to the mission of helping others—in this case our warriors—find healing from not only the chaos of war but the enemy of doubt and uncertainty. This is the role of the church, to be that redemptive, mentoring community where everyone, including our warriors, can find a safe place to heal and become whole with structure and motivation and encouragement.

The partnership between Jonathan and David is a beautiful model of what a mentoring community should look like. Both of these men were fierce warriors as well as servants of the Most High God. I will share some insights of the power of a mentoring community emulated by Jonathan and his good friend David, but first let's take a look at the difference in leadership between Jonathan and his dad, Saul, the king of Israel.

Intentional Leadership

Great leadership inspires hope. The church as catalyst must have leadership that is intentional and informed in order to advance the gospel to all people, including our military and warriors. We can still win the battle over souls if we mirror the leadership of Jonathan rather than his dad, Saul, the King. Jonathan displayed mighty courage when the current circumstances were bleak and evident of great loss, unlike his father who had great authority but succumbed to fear and the protection of his assets. Ungodly fear stifles effective leadership, causing paralysis, which stops, confuses, and defeats the work of the Lord in the life of the Christian.

Our hope is that our faith communities and churches would become engaged in the war over the soul of the warrior and move to the frontlines of ministry, but that will not happen without the kind of leadership we see in Jonathan. We must be advocates for educating and leading the church so they will begin to see and understand the plight of the warrior and then act on their behalf. For it is the responsibility of the commissioned church to go and reach the lost and hurting.

There are four types of leadership paralysis the church must overcome if we are going to reach warriors for Christ. Intentional leadership will overcome: *Permission Paralysis -failure to initiate, Mission Paralysis- failure to influence, Analysis Paralysis-failure to move, and Social Paralysis- failure to love.*

Background of the Biblical Narrative

Before going into the application let's learn more about the situation Jonathan was facing. Jonathan was the son of King Saul and he was in command of at least 1000 soldiers in a special troops division. Jonathan was a warrior in the true sense of the word having previously attacked and defeated a garrison of Philistines at a place called Geba. The entire Israelite army was summoned to join Saul at the city of Gilgal but they were very afraid of the Philistine army that was comprised of 3,000 chariots, 6,000 chariot riders, and more fighting men than anyone could count. Saul's army began to flee until there was only 600 men left at Geba. The men of Israel saw what a tight spot they were in so they tried to hide in caves, thickets, rocks, holes, and cisterns. Some of them crossed the Jordan River and escaped into the land of Gad and Gilead. On the day the battle was to take place none of the people of Israel had a sword or spear, except for Saul and

Jonathan. To top it off, Saul had angered God by taking the place of the priest, offering a burnt offering in place of Samuel, the high priest. Three Philistine raiding parties soon left the camp and they even secured the pass at a place called Micmash, which separated Israelite soldiers from Philistine soldiers. The odds were against the Israelite soldiers overwhelmingly. Their doom was impending and no one was doing anything about it. Let's read the narrative to discover what Jonathan did in response to the critical and deadly leadership crisis he found himself in:

One day Jonathan said to his armor bearer, "Come on, let's go over to where the Philistines have their outpost." But Jonathan did not tell his father what he was doing.

Meanwhile, Saul and his 600 men were camped on the outskirts of Gibeah, around the pomegranate tree at Migron. Among Saul's men was Ahijah the priest, who was wearing the ephod, the priestly vest. Ahijah was the son of Ichabod's brother Ahitub, son of Phinehas, son of Eli, the priest of the LORD who had served at Shiloh.

No one realized that Jonathan had left the Israelite camp. To reach the Philistine outpost, Jonathan had to go down between two rocky cliffs that were called Bozez and Seneh. The cliff on the north was in front of Micmash, and the one on the south was in front of Geba. "Let's go across to the outpost of those pagans," Jonathan said to his armor bearer. "Perhaps the LORD will help us, for nothing can hinder the LORD. He can win a battle whether he has many warriors or only a few!"

"Do what you think is best," the armor bearer replied. "I'm with you completely, whatever you decide."

"All right, then," Jonathan told him. "We will cross over and let them see us. If they say to us, 'Stay where you are or we'll kill you,' then we will stop and not go up to them. But if they say, 'Come on up and fight,' then we will go up. That will be the LORD's sign that he will help us defeat them."

When the Philistines saw them coming, they shouted, "Look! The Hebrews are crawling out of their holes!" Then the men from the outpost shouted to Jonathan, "Come on up here, and we'll teach you a lesson!"

"Come on, climb right behind me," Jonathan said to his armor bearer, "for the LORD will help us defeat them!"

So they climbed up using both hands and feet, and the Philistines fell before Jonathan, and his armor bearer killed those who came behind them. They killed some twenty men in all, and their bodies were scattered over about half an acre.

Suddenly, panic broke out in the Philistine army, both in the camp and in the field, including even the outposts and raiding parties. And just then an earthquake struck, and everyone was terrified.

Saul's lookouts in Gibeah of Benjamin saw a strange sight—the vast army of Philistines began to melt away in every direction. "Call the roll and find out who's missing," Saul ordered. And when they checked, they found that Jonathan and his armor bearer were gone.

Then Saul shouted to Ahijah, "Bring the ephod here!" For at that time Ahijah was wearing the ephod in front of the Israelites. But while Saul was talking to the priest, the confusion in the Philistine camp grew louder and louder. So Saul said to the priest, "Never mind; let's get going!"

Then Saul and all his men rushed out to the battle and found the Philistines killing each other. There was terrible confusion everywhere. Even the Hebrews who had previously gone over to the Philistine army revolted and joined in with Saul, Jonathan, and the rest of the Israelites. Likewise, the men of Israel who were hiding in the hill country of Ephraim joined the chase when they saw the Philistines running away. So the LORD saved Israel that day, and the battle continued to rage even beyond Beth-aven.²

There are Four Leadership Lessons the church can learn from the story of Jonathan in overcoming leadership paralysis. Intentional leadership will move us to *initiate, influence, move, and love.*

Permission Paralysis: Initiate

Jonathan didn't wait around for the military leaders, government officials or the local populace to tell him what to do. He was a skilled warrior and he did what warriors do: he engaged in battle. Jonathan could have faced opposition and without God's hand he probably would have because he made the decision to take action. Jonathan took a huge risk because he did not seek permission from his commander, the king. The act of initiating or disobeying his command could have cost him his liberty or his life. In the U.S. military we have the UCMJ or Uniform Code of Military Justice that regulates and adjudicates wrong or illegal actions by service members. The UCMJ serves as a

² 1 Sam. 14:1-23 (NLT).

deterrent to criminal actions for those who serve in uniform and is much stricter than the laws civilians are held accountable to. In spite of the possibility of being arrested for treason or violating the chain of command, Jonathan initiated.

To initiate is to move past the fear of pleasing others. Some church leaders wait for permission from deacons, elders, or other people of influence in the church or community rather than stepping up and calling the church to action. There is a passage in the book of Proverbs that says, “Fearing people is a dangerous trap, but trusting the Lord means safety.”³ No matter what public opinion says we must obey the voice of God first. It reminds me of a pastor I met in Las Vegas who was building a new church on a word from the Lord. He had already built a ten-thousand-member church in Bakersfield, California but the Lord said to reach into Las Vegas. I was astounded by his courage and bravery then I learned the story of his humble beginnings. Ron Vietti was miraculously saved, having been the community rebel for years, and immediately started bringing other rebel kids to church. As his ministry increased, people in the church were upset by all the kids from the community changing the dynamic of their little church. The leadership asked Ron to leave, so he did, and with ten kids he started Valley Bible Church. His courage mirrors the courage of Jonathan, to step out against the status quo, when it’s the right thing to do.

Arm yourself for battle just as Jonathan armed himself for battle with sword and spear. We have the word of God. Hebrews states, “For the word of God is alive and active. Sharper than any double-edged sword, it penetrates even to dividing soul and spirit, joints and marrow; it judges the thoughts and attitudes of the heart.”⁴ Jonathan had

³ Prov. 29:25 (NLT).

⁴ Heb. 4:12 (NLT).

permission by way of his influence and position but more than that he had the permission of his God. Jonathan took the tools that he had readily available and moved forward asking God to bless the work. God has already given us the tools to reach our warriors, his word and his spirit. All we need to do is step out in faith knowing that God will bless our ministry. There will be bumps in the road along the way but God will guide and protect that which belongs to him. Let's be courageous leaders and step up and lead God's people to reach our warriors who need our love and compassion.

Mission Paralysis: Influence

Intentional leadership is attractive and influential just like Jonathan's leadership. Why did the armor-bearer follow Jonathan? Because it was his duty? Because he was a risk-taker? Or because Jonathan's influence gripped his heart and he wanted to be with him? I believe it was all of the above. John Maxwell defines leadership in one word, "influence," meaning if you look back and don't have anyone following then you're not a leader.⁵ That's pretty simple right? When we look behind us do we see people following? If not, we must get out of the battle or change the way we lead others and learn to lead out of influence.

We are not called to be lone warriors, but to enlist others for the cause of Christ. If our goal is to model the leadership of Jesus we will not have any problems enlisting the help of our leaders and laity. The work in the warrior community is too extensive and complex to attempt to do this on our own. Not only must we rally our churches but we must include the business and nonprofit communities in our sphere of influence. Start

⁵John Maxwell, *Developing The Leader Within You* (Nashville, TN: Thomas Nelson Publishers, 1993). 1

enlisting the talent present in our churches, and then when there is a vacuum we must move outside for answers. This is where the marketplace comes in. For example, the pastor Mike Whitson, at First Baptist Church, Indian Trail, North Carolina, my home church, refers certain counseling issues to an independent Christian counseling agency nearby. It's not that he doesn't care about that individual but he understands that the intensity and complexity of that particular issue needs to be handled by an experienced counselor that specializes in that work. Why do we not have the same understanding with ministry in the church? It's okay to bring other partners in to carry out the gospel mission. In fact, if we minister to warriors we need counselors that specialize in Post-Traumatic Stress Disorder. Our ability to form partnerships and alliances is directly tied to our influence in the community.

Jonathan cultivated influence with his battle buddy through his work, personal relationship, and time. In the spirit of Proverbs—"As iron sharpens iron, so one person sharpens another"⁶—Are we doing life with those we lead? As a military chaplain I lived with my soldiers for 14 months when we were deployed. In that setting you can't survive without one another. We helped each other with work, we ate together, and even slept together in close quarters. You had to work hard not to engage and get to know each other. If I understand the passage in Proverbs, then we must lean on each other if we are to grow and become better leaders. I encourage you as a kingdom leader to learn to live in community with your people and you will become a leader of much influence.

Analysis Paralysis: Move

⁶ Prov. 27:17 (NLT).

Don't waste time analyzing what God has already commanded you to do. This is where a lot of leaders fail, whether it's in the military, the corporate world, or the church. We have the proper information, strategic plan and goals but we are just too scared to step out. Leadership is lonely, that's why it takes a courageous leader to advance the kingdom of God. We must advance!

Through intentional leadership the church can advance just as Jonathan advanced toward the enemy objective. Jonathan knew the enemy was coming to destroy his army and his people, the people of God, and he was not about to let that happen on his watch. Jonathan moved from a defensive posture to an offensive attack. It was time to stop playing games, put up the 150-page strategic plan and simply... execute.

Moving toward the objective will open up opportunities to be a victor. Did you notice that God didn't act until Jonathan and his armor-bearer were in immediate danger? God calls us to step out in the unknown and trust him. Incarnational ministry is confrontational, time-consuming and even dirty at times but it is what God has called us to do. Was Jesus ever frustrated with the twelve disciples, especially the one named Peter? I bet he was exhausted working with the masses but he didn't give up. He put up with the messiness of ministry to be their Messiah. In contrast, King Saul was paralyzed with fear and positioned himself in a safer, more comfortable place. In the process he lost his honor and influence with his troops but most importantly with his own son.

When it's time to move...move with purpose! When advancing don't look back. Remember what happened to Lot's wife. She moved forward without trusting God and he took her out of the picture.⁷ God can't use us if we're not all in. Our warriors know when

⁷ Gen. 19:26.

we're just giving lip service. Let's move with purpose and let God bring hope and healing into their lives.

Social Paralysis: Love

Intentional leadership assembles and encourages others just as Jonathan assembled the rebellious people, the defectors and deserters. We have a tendency to write people off when they don't come to our services or follow our leadership. It's easy to say that these defectors made a decision to leave the flock and God wants us to stay on task; therefore, we don't go after them.

In the same way it is easy to decide not to pursue lost and hurting people; after all, they don't come to us, to our church or ministry event. I've been offended in the past when people I invited didn't come to my cookout, evangelistic event, or small group class. I eventually awakened to the old adage that may have come from Theodore Roosevelt and is a common saying of John Maxwell that says, "People don't care about how much you know until they know how much you care."⁸ The point is you must earn the respect of others through your actions.

Our love in action will awaken the hearts of the rebels and compel them to come and join us. I believe our warrior community is analogous to the Israelite warriors who had hidden themselves in the remote areas. They have been used and abused in some respect because of war and issues of life and they have decided not to participate because they have not been led effectively, especially in the faith community. They need to see a strong and courageous leadership that loves them and has their best interest at heart. An

⁸ "Intentional Living" lecture, John Maxwell, Live Certification Event, Orlando FL., 8-10 August, 2015.

often quoted passage of the Apostle Paul says, “If I gave everything I have to the poor and even sacrificed my body, I could boast about it, but if I didn’t love others, I would have gained nothing.”⁹ In short, anything I do that is not done in love for others doesn’t count. Without love our time and talents are wasted.

Mentoring Community

Warrior soul care must be enveloped in a mentoring community, one that will allow warriors to just come and be heard and belong to a bigger voice. That is why *Tour of Duty Tribe* partners with the local church, to become part of the redemptive, mentoring work that Christ started over 2000 years ago. Mentoring community brings healing. The faith community needs to have a mentoring mindset in order to advance the gospel and reach warriors for Christ. It must drop the skeptical attitude towards people and accept them for who they are, children made in the image of God. It must embrace people and love them, for that is the DNA of the Christ-follower. Dale Partridge, who I met in 2014, makes a strong case in his book, *People Over Profit*, that if you wish to succeed in your endeavors you must put people above your bottom line or your agenda.¹⁰ Somehow we have accepted the fallacy that if we work hard and push people harder we will ultimately win. That is so far from the truth and the character of a Christ-follower. Dale built his multimillion dollar organization on the premise that people come first. We must take note of his great advice and return to loving and caring for people first. We must invite our warriors to belong to communities of mentorship.

⁹ 1 Cor. 13:3 (NLT).

¹⁰ Dale Partridge is a social entrepreneur and founder of Sevenly.org and StartupCamp.com.

What is Mentorship

A definition of mentor is “a wise and trusted counselor.”¹¹ In the military we learn from each other by doing life together. Sharing life together, through ups and downs, will foster strong relationships that build trust. Trust is necessary to grow in our personal relationships just as it is with our Lord and Savior.

What is community? Merriam Webster defines community as “a group living together and depending on one another for various necessities of life.”¹² This reminds me of the description of the church in the first century in the book of Acts. Do our faith communities currently live up to this definition?

A richer description of the church as community is found in *Becoming Good: Building Moral Character*; Gill writes, “The church is the community that carries and retells the grand, epic story in which our personal (and household) narratives have their place and meaning”.¹³ This suggests that real community is a place of shared intimacy and vulnerability.

Sharing Sacred Stories

The Bible is full of stories of heroism but also failure and defeat. But these stories are real accounts of saints of old who walked and strived with God. There are many lessons to learn. This is where the church draws its power as a mentoring community. Sharing these sacred stories brings awareness, clarity, and strength. My distinguished professor and good friend, Dr. Al Erisman, describes an episode of conflict

¹¹“Mentor.” *Merriam-Webster*, n.d., accessed January 13, 2016, <http://www.merriam-webster.com/>.

¹²“Community.” *Merriam-Webster*, n.d., accessed January 13, 2016, <http://www.merriam-webster.com/>.

¹³ Gill, David W. *Becoming Good: Building Moral Character*. Downers Grove, IL: InterVarsity, 2000. 59.

in his place of work in his book, *The Accidental Executive: Lesson on Business, Faith and Calling From the Life of Joseph*, and how sharing a sacred story with his boss not only saved his career but also saved his department and the many people in it.¹⁴ We cannot underestimate the power of our sacred stories that give us direction in life. Our warriors need to hear these sacred stories, as validated earlier by Warren Kinghorn in his studies of working with veterans and their healing process.

The Mutual Partnership and Mentorship between Jonathan and David

The biblical passages of the special relationship between Jonathan and David are pictures of what a mentoring community could look like in the church:

After David had finished talking with Saul, he met Jonathan, the king's son. There was an immediate bond between them, for Jonathan loved David.² From that day on Saul kept David with him and wouldn't let him return home.³ And Jonathan made a solemn pact with David, because he loved him as he loved himself.⁴ Jonathan sealed the pact by taking off his robe and giving it to David, together with his tunic, sword, bow, and belt.¹⁵

We have to infer what attracted Jonathan to David but it was possibly a combination of things such as David's heroic courage and strength, their mutual military affiliation, and a friendship that blossomed in the palace. Just like the armor bearer was drawn to Jonathan so was Jonathan drawn to David. Gill shares some insights on Jonathan and David as good models of friendship: "They had much in common as young warriors and were fond of each other. They made an explicit covenant of commitment to each other (and repeated it more than once) and to care for each other's families no matter what might come."¹⁶

¹⁴ A. M. Erisman, *The Accidental Executive: Lessons on Faith, Business and Calling from the Life of Joseph* (Peabody, MA: Hendrickson Publishers, 2015), xi.

¹⁵ 1 Sam. 18:1-4 (NLT).

¹⁶ David Gill, *Becoming Good: Building Moral Character* (Downer Grove, IL: InterVarsity, 2000), 56.

In the 1 Samuel passage, we see that Jonathan loved David and made a special pact with him. This special bond would save David's life in the future. Friends like this come maybe once in a lifetime and I believe Jonathan and David knew this to be true.

A mentoring community exemplifies love. Jonathan's armor bearer loved him and followed him just as Jonathan loved David and pledged loyalty to him. What if the context of our mentoring community in the church was based on love? How much easier it would be to not only attract warriors but allow them to begin the healing and growing process.

A mentoring community gives rather than takes. This type of community is special because it violates the world's idea of partnerships. Typically, partnerships seek something from one another and only last as long as each party is getting something from the other. As Jesus lived out his ministry, he gave. He wasn't in the business of taking from anyone. A mentoring community protects one another, just as Jonathan protected David. "Saul now urged his servants and his son Jonathan to assassinate David. But Jonathan, because of his strong affection for David, told him what his father was planning. "Tomorrow morning," he warned him, "you must find a hiding place out in the fields."¹⁷ The relationship between Jonathan and David was stronger than Jonathan's allegiance to his father. When was the last time you risked your life for someone you loved? When was the last time your church took a risk to reach the lost? Jonathan did what was right and risked his own life going around his dad's authority to save a life. The warrior community has the opportunity to save the lives of countless warriors by bringing them into the protective fold of the church where they can find hope and healing.

¹⁷ 1 Sam. 19:1-3 (NLT).

A Mentoring Community is a Place Where Loyalty Reigns

At last Jonathan said to David, “Go in peace, for we have sworn loyalty to each other in the Lord’s name. The Lord is the witness of a bond between us and our children forever.”¹⁸ David didn’t have to worry about Jonathan’s motives, he was certain of his loyalty to him. It feels good to know when someone has our back. In the military the phrase, “I’ve got your six” is a reminder that someone has your back, your best interest in mind. When we’re on the frontline risking it all there is power in knowing that someone has you covered. The faith community has the love and power of Jesus to fuel a mentoring community that really seeks the good and the benefit of the warrior. The *Tour of Duty* community has already discovered that we are a safe place for other warriors to come and share their hurts and pains with one another.

Finding Meaning in Work

Intentional leadership brings hope and a mentoring community brings healing but the connection is through a faith-based focus on meaningful work. When we connect to the work of man we connect to the soul of man. Knowing our purpose and why we’re designed to do what we do is crucial in attaining significance in life. At *Tour of Duty* we believe reconnecting our purpose with the purpose of God is the starting point. The best place to start connecting with others is starting with what we know best, our work, then use that to lead others to identify with the work of Christ. Every military member and warrior has a work background or ethic. In the military we identify our work by our MOS, military occupational specialty. We wear our unit patches on our uniforms and

¹⁸ 1 Sam. 20:42 (NLT).

that signifies to a large degree what kind of work we do. Let's face it, in society we find our identity in our work. What we do with our hands is so important.

Connecting with warriors through meaningful work is a process that requires people of faith to “walk in the shoes” of the warrior while calling on the Holy Spirit to bring much needed awareness in the area of soul healing. We must understand the problems warriors face and then go to the scriptures for advice on how to lead and heal them.

Why Work Matters to God and Why God Matters to Work

In exploring this idea of being employed in meaningful work as part of the soul healing process, the work of Dr. Timothy Keller of Redeemer Presbyterian Church, New York, New York presented itself as valuable and convincing for a theology of work in reaching warriors for Christ. A question I believe all warriors ask of themselves is: Does my work matter? Dr. Keller gave his theology of work in an address to his church on January 30th, 2011.¹⁹ He cites the views of Martin Luther (and the Reformed Church) during the time of the Reformation. Dr. Keller explains the two schools of thought that shaped the view of work in the Christian community as well as why work matters to God and why God matter to work.

During the time of the Reformation the Medieval church and Anabaptist church represented two different extremes: the Triumphalistic approach (world domination) espoused by the Medieval Church versus the Withdrawalistic approach (world as evil) espoused by the Anabaptist movement. Triumphalism views the world as negative so

¹⁹Center for Faith and Work, “Gospel and Culture Lectures,” Jan. 30th 2011, podcast 26:15. 5 December 2015.

we're going to take over the world and bring it back in a domination type of way.

Withdrawalism views the world as worldly and the Christian church is the only place where we do God's work. You work because you have to, not because of your faith. This is also a negative approach.

Keller argues that both views are wrong. In the book of Revelation, it says we have been made by God, kings and priests, therefore we are to live as a royal priesthood. Keller quotes Luther in this matter:

It is wrong to divide Christianity into spiritual and secular work. In his biblical view of the Priesthood of the believer- "There has been a fiction by which bishops, priests and monks are considered a spiritual state and princes, lords and artisans are considered the temporal state. This is an artful lie and a hypocritical invention. But let no one be made afraid of it, all Christians are the spiritual state and there is no difference among them. Thus we are all consecrated as priests by baptism as St Peter says, you are a royal priesthood, a holy nation."²⁰

Work Matters to God

Work matters to God because every Christian is doing God's work, inside the church and outside the church. Ps. 147:13 essentially says God could have given us grain and fruit without plowing and planting but he didn't—He wants us to be involved in the process, in the kingdom family work.

Keller quotes Luther again in the matter, "What else then is all of our work to God, whether in the fields, in the garden, in the city, in the house, in war or government, but such child's performance by which he wants to give us his gifts. Therefore, our work, these are the masks of God, behind which he wants to remain concealed and do all things."²¹ When the worker works to produce something for us it is coming from God

²⁰ Center for Faith and Work, "Gospel and Culture Lectures," Jan. 30th 2011 podcast 26:15.

²¹ Center for Faith and Work, "Gospel and Culture Lectures," Jan. 30th 2011 podcast 26:15.

himself. God is disguised in the work and distributes his gifts through work. God chooses to remain behind the mask of our work, which is a gift from him. Keller goes even further; he says that protection and security comes from God by way of faithful rulers, good city ordinances, good city planning, and being a good neighbor. When you engage in marriage and have children you are God in disguise. When you work, dig a ditch, build a house, you are engaged in God's work. No work is menial. All work matters. All work is dignity.

God Matters to Work

Just as our work matters to God, God matters to our work. Our Belief in God, in the scriptures, in the gospel, affects how we do our work. A more balanced approach to work is found in how Jesus conducted his ministry. Jesus brought in the kingdom partly but not fully. This means as royal priests we represent the values of the king here on earth. Our work will make society better—although not perfect, just yet, because Jesus isn't fully here. Remember, Jesus worked as a carpenter and that made him no less God. As a religious leader with the skills of a master craftsman Jesus turned the world upside down. This approach avoids Triumphalistic and Withdrawalistic views of work.

When understanding how God matters to work we must ask ourselves these questions:

1. How does my Christianity affect my work? Work is not Christian, it's just good or bad. But as a Christian your values, based on your faith, will affect your work. A good example that is a Christian race car driver and an atheist race car driver would master the track the same way in order to win the race.
2. In any field, how does God matter to my work? As a community we accumulate wisdom to understand how God matters to our work. By

work, we are loving the human race, allowing God's gifts, the product of our work, to come to them.

Work Matters to the Warrior and the Warrior Matters to the Work

Some typical views on work we will encounter as we do God's work are the views of those who ignore or dismiss a theology of work altogether, those who hold to a more political view as in taking back the culture, those who are Pietists and think all work is just a tool for conversion, and then those with an intellectual view, who are trying to figure out what it means to work in the Christian worldview.²² The above questions should shape our motivation in how we deal with warriors in our work and in their work. We should start by appreciating and validating one another in our work and as we work. As priests in God's kingdom, God has redeemed us, including our work; therefore, it is up to us as to how we walk or conduct ourselves as his servants. No matter what we did before and called it work, we can now walk upright knowing our work is not in vain. Remembering the scripture where Jesus reprimanded his disciples for trying to get him to drop his conversation with people who were coming to him so he could eat, He said, "I have a kind of food you know nothing about... My nourishment comes from doing the will of God, who sent me, and from finishing his work".²³ We should be slow to condemn or look down on others because of their work. If our focus is on doing the very best in our work, then we are doing God's will.

God uses work to transform us. Consider Rob Alexander's view of work as a change agent, "The workplace is the primary setting for our vocational partnership with God...and simultaneously it's also potentially one of the most significant places for our

²² Adapted from Dr. Timothy Keller's message on Work as mentioned before.

²³ John 4:32, 34 (NLT).

personal transformation into the likeness of Christ.”²⁴ We cannot dismiss work as it is integral in God’s redemptive plan for our lives. If work is where God transforms us then we ought to have a very high view of work, in our attitude to work, and how we interact with Him in the workplace.

Bob Briner, author of *Roaring Lambs: A Gentle Plan to Radically Change Your World*, advocates for Christians to be "salt and light" in the world, instead of not taking advantage of opportunities to have a spiritual influence in areas such as music, films, TV, and the arts.²⁵ The church, instead of withdrawing back into its own little subculture, has an opportunity to impact the culture, impacting the world. Redeemer Church agrees with Briner and they institute commissioning services not just for those members going into mission or church work but also for those going into secular work as teachers, artists, businessmen and so forth.

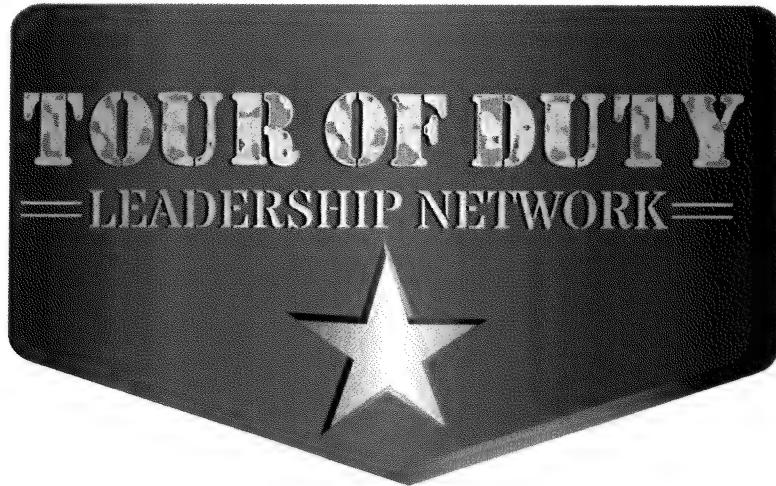
For more biblical references on work see a concordance

²⁴Robert W. Alexander, *The Gospel-centered Life at Work: Leader's Guide* (Greensboro, NC: New Growth Press, 2014), 13-14.

²⁵ Bob Briner, *Roaring Lambs: A Gentle Plan to Radically Change Your World* (Grand Rapids, MI: Zondervan, 2000).

CHAPTER 4

A SOLUTION FOR WARRIOR SOUL CARE: TOUR OF DUTY LEADERSHIP NETWORK AND TOUR OF DUTY TRIBE



Tour of Duty Leadership Network, www.tdyleader.com, is a coaching, consulting and collaborative initiative designed to provide coaching and mentorship to the warrior-leader in the church and marketplace, bridging faith and meaningful work, our common points of interest. Whether caring for the warrior individually, through intentional personal counseling and coaching, or collectively through mastermind groups, the goal is to nurture and develop the warrior-leader. Just as Upward Sports¹ offers the world's largest Christian youth sports programming with church partnerships, we want to lead the way in partnering with churches to provide the best military and veteran ministry platform.

¹ <http://www.upward.org/>

Our vision is to reach every warrior in our sphere of influence in order to bring hope, healing, and wholeness to those who have sacrificially committed to the protection, service, and freedom of our country. Starting with what we know best, our work, our military experience, we then use it as a natural bridge to love and lead warriors to identify with the work of Christ. The outcome is a stronger faith, a loving family, a life of stewardship, and a healthy body and soul, the fruit of the four pillars of strength.

Our strategic partnerships include organizations like Patriots Path (www.patriots-path.org), Eagle Rock Camp (www.eaglerockcamp.org), Larry Broughton (www.yoogozi.com), Institute of Veterans and Military Families (www.vets.syr.edu), and American Corporate Partners (www.acp-usa.org), just to name a few that provide entrepreneurial training, career transition counseling, family counseling, leadership and business networking, as well as camp and retreat experiences. Developing key partnerships within the faith and marketplace communities is essential in a well-rounded, comprehensive care plan for our warriors. They deserve the best we have to offer.

The goal, initially, was to establish a faith-based fellowship for military members, warriors, and their families to give them a tribe—to be, belong to, and become—a safe place to just be themselves and have an opportunity to become devoted followers of Christ. As a result, we wanted to develop a training manual and replicable ministry platform to educate and equip churches in assimilating, mentoring and discipling warriors. The involvement of the local church is key in evangelizing and discipling our warriors. We succeeded in establishing a successful church-based pilot program for military and warrior ministry and look forward to growing this movement by inviting other churches to join us in reaching our warriors for Christ.

Starting Small with Limited Resources

Starting with a leadership team of warriors within our church we developed a Lifetrack (church discipleship training class) that met on Wednesday nights for planning and leadership development. We coordinated family outreach opportunities such as cookouts, game nights, small group Bible studies and so forth. In time we may add a Sunday Lifegroup (church Sunday school class) and find ways to plug into other areas of church life. As we continue to build a model that is sustainable and scalable we will then assist other churches in developing a similar ministry in their local community.

At First Baptist Church Indian Trail, our initial training ground, we desire to be the model for reaching warriors, specifically, in an off-post environment. The mindset that a church must be near a military installation to conduct military ministry is false and we want to eradicate that type of erroneous thinking. As stated earlier there are too many warriors and families that need to be reached in the mainstream American community.

Think about ways you can capitalize on a local campaign or emphasis for military. In the Carolinas we are privileged to have many organizations that support our troops and veterans by providing special awareness and access for military and veterans. For example, the Carolina Panthers football team was the first NFL “purple heart” team in the league.² Mike Stubbs, commander of the Military Order of the Purple Heart, Wounded Warriors chapter 634, which serves Purple Heart recipients in a seven-county region of North Carolina that includes Charlotte, and also a personal friend, had the honor of designating the Panther organization as the first to be recognized as an NFL Purple Heart team in 2013.

²Brian Strickland, "Panthers NFL's First Purple Heart Team," *Audio RSS*, n.p., n.d., Web, 24 Jan. 2016.

The Virtual Phenomenon

It became increasingly clear that *Tour of Duty* needed a way to touch warriors who were afraid to come to a Tribe gathering, lived too far away geographically, and who were deployed. We needed a virtual platform to engage the warrior and disseminate information and mentoring that would be a source of hope and healing. This writer applied the concepts of real estate virtual lead generation to building a platform to generate warriors and provide items of value to them. Much like some of the mega-church pastors using video streaming and blogs to connect with their audience we believed a similar emphasis would be beneficial to this ministry.

Networking and strategic partnerships become lifelines especially when they hold the keys to your ministry. Through a business mentoring relationship with Larry Broughton, Broughton Hotels, we found Dave Braun, a web developer and owner of Pro Website Creator (<http://prowebsitecreators.com>). Dave is a Christian businessman who understands ministry and has developed multiple websites as platforms for other Christian ministries. It was a perfect fit. Dave designed and launched the web platform for *Tour of Duty Leadership Network*.

Virtual Masterminds and Coaching

After discovering there was a market for virtual coaching and mentoring the light bulb came on. *Tour of Duty* could launch a whole new concept of reaching and discipling warriors. To further this goal this writer joined the John Maxwell Coaching, Training, and Speaker Certification program.³ The ability to meet and plan with

³<http://johnmaxwellteam.com/>.

thousands of leaders who are inspiring others through coaching and mentoring was exhausting but a beautiful experience nonetheless.

We offer a free subscription of our Warrior Leadership Lessons, which is a three to five-minute video highlighting a leadership principle from the warrior point of view. These lessons will be posted on a weekly basis and fans who have opted in will receive them automatically.

The blog will be a more in-depth discourse on the leadership lesson and/or an interview with a warrior leader who is successful in life and business. Blog posting will occur two to three times per week with the goal of attracting and educating warriors, care providers, and church leaders.

The sky is the limit when it comes to using virtual platforms to build an audience, connect with them and educate them.

Weekly Conference Calls

Keeping in touch with your sphere, your tribe, is really easy with a little behind the scenes work. Free Conference⁴ is recommended as an easy-to-use platform to stay connected daily, weekly or whenever you choose. Just give your followers your conference call telephone number and code to access each call. You can even record the calls and allow your followers to listen to them online at a later date. It's easy to get really creative and have a call for different groups or topics.

⁴<https://www.freeconference.com/>.

Social Media Portals

The best and most reliable communication method has been our Facebook page. It seems that most people have a Facebook account and/or are willing to open an account to get our updates. We will be creating private groups within Facebook for the different groups and activities that we are planning to develop as time goes on.

Areas of Coaching

Tour of Duty has affiliations with coaching experts in the following areas: Wellness, Fitness, Leadership, Productivity, Spirituality/Ministry, Real Estate, Arts, and Organic Farming. The goal is to integrate each of these experts into our coaching paradigm in order to bring a holistic and comprehensive education and content to our coaching and mentoring program.

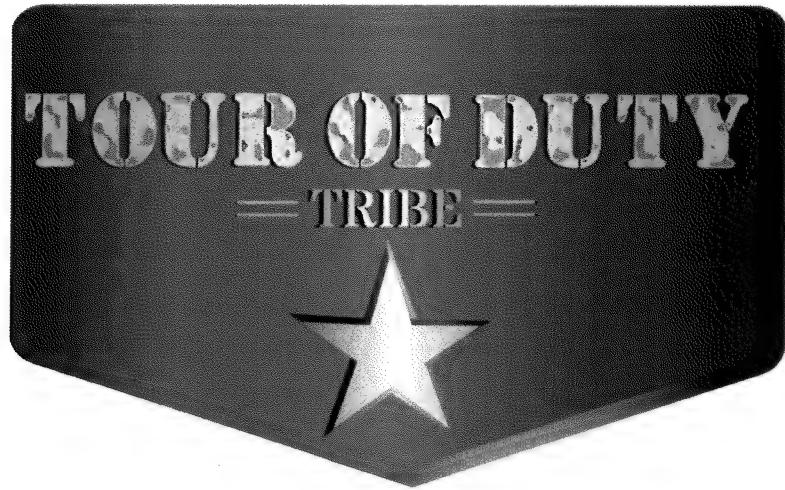
Breakthrough Bootcamps

In addition, *Tour of Duty Leadership Network* will offer warrior breakthrough bootcamps, which are one-day group sessions or six weekly virtual camps focused on achieving breakthrough in some area of the warrior's life. Our tagline is "Unleashing the Warrior in YOU!"

Empowerment is important to personal growth, in helping warriors unleash the warrior attitude, the thinking and actions that reside deep inside their soul, held at bay by worry, doubt, insecurity, and fear. Our breakthrough bootcamps are roadmaps for success that offer personal development and business building coaching for warriors whether they are business owners, CEOs, coaches, entrepreneurs, ministry leaders or

salesmen who are ready to become the warrior God has called them to be, by unlocking their dreams and unleashing their potential to: *increase their capacity and expand their borders, raise their leadership ceiling, birth a new businesses, live and lead out of passion and purpose, and defeat their self-limiting beliefs.* Incorporated into the bootcamps are modules or intensives such as vison, mission, values, beliefs, Strengthsfinder assessment, daily rituals, timeblocking, and goal setting.

TOUR OF DUTY TRIBE



Tour of Duty Tribe is a Military Ministry associated with
First Baptist Church Indian Trail NC
732 Indian Trail-Fairview Road, NC 28079 - (704) 882-1005

Tour of Duty Tribe is a faith-based fellowship designed to give warriors point position in their community through personal relationships and social networking, in order to become catalysts in reaching other warriors for Christ. *Tour of Duty Tribe*, a fellowship, open to all veterans of faith or no faith, operates as an evangelistic outreach and disciple-making ministry, contextualized for the warrior, connecting them to the four pillars of strength, *faith, family, finance, and fitness*.

The Need for a Warrior Fellowship or Tribe

“You can take the native out of the jungle but you can never take the jungle out of the native.” I’ve heard this reference in many different forms throughout the years and it reminds me of a childhood hero. I grew up watching Tarzan as a young boy and I was

mesmerized by his ability to navigate through the deepest, darkest parts of the jungle...on vines. He was a good man and he believed in justice. He was my hero. There was an episode where a group of well-meaning (these are people who mean well but they kill your dreams) explorers encouraged Tarzan to leave the jungle and become “civilized.” It didn’t go well as Tarzan was never able to feel at home away from his jungle. Crocodile Dundee had his day in the city as well but ended up going back to the outback country where he belonged. We gravitate to our comfort zones don’t we? That’s the place we feel needed and loved and one with the ethos.

Warriors have lived, survived, and mastered their own jungle. They have shared experiences that nobody else, except other warriors, will ever understand. Warriors are the SME, subject matter experts of their jungle. In civilian life we spend so much time trying to take the jungle out of the warrior. Why? Because we want them to become what we believe is safe, comfortable and good. But we are wrong! Why not take the warrior and show him or her how their jungle mentality can be paired with their “purpose in life” to create a better life for themselves? The jungle has given warriors experiences, feelings and training that civilians will never understand.

We need tribes who understand our warriors. We need a place for warriors to feel at home, free to express their experiences without retribution. *Tour of Duty Tribe* is that place where warriors can be heard by other warriors in a safe environment, a place of faith, hope, and love. But comfort zones are not always safe, are they? They can be places of destruction and decay. In reference to “comfort zone,” Paul Martinelli, a John Maxwell Team Partner and Coach said, “If an idea doesn’t match what you believe, even

if you want it, you will reject it. Your current limiting beliefs won't let you.”¹ Sometimes our comfort zones become places of limitation where if not careful we will succumb to mediocrity and ultimately death. Because of our love for each other we will offer motivation through mentorship to keep our warriors focused on the main thing, pursuing significance. John Maxwell suggested “Once you taste significance, success will never satisfy.”² It is much better to be than to have.

Seth Godin is an excellent motivator in his book *Tribes*,³ where he states that people are ready and waiting to follow a leader who is actually going somewhere and who has a dangerous vision. The problem is simply, there are few leaders. Applying this concept to *Tour of Duty* and creating a living, breathing movement that military and warriors can relate to and follow is crucial. Ministry to warriors must happen now and that means someone has to step up and lead. This is why *Tour of Duty* exists, to lead and mentor our warriors and their families to Christ.

Warrior Networking Group

As a result of strategic thinking and brainstorming the leadership of *Tour of Duty Tribe* understood that something different must happen in order to attract warriors in our community. Looking at ourselves including our passions, spirituality, and work we realized that there were many more people like us that should be and could be included in *Tour of Duty Tribe*. The concept of a faith-based warrior business owner group was birthed and implemented into our concept of ministry. Much like a BNI, business

¹Paul Martinelli at The John Maxwell Live Certification Event, Orlando FL, August 8-10, 2015.

² John Maxwell at The John Maxwell Live Certification Event, Orlando, FL, August 8-10, 2015.

³ Seth Godin, *Tribes: We Need You to Lead Us* (The Penguin Group, New York, NY, 2008), 13.

networking group, we meet once a week to have breakfast and devotional themed around a leadership issue or topic. This group is expected to grow as we continually invite other warriors to participate and become involved. To keep the business and entrepreneurial spirit the group is meeting at a local restaurant in town. Again, the common core among warriors is the work we do or the work we have done in the military. *Tour of Duty Tribe* will encourage warrior business ownership and business startups. In time our goal is to institute a foundation for collecting and disseminating monies to help warriors start and grow businesses that arise out of their passions and talent. Since this is a direction we are moving in it is important that this research include the results of merging faith and entrepreneurship in this writer's life.

Examples of Serving Warriors through Entrepreneurship

How My Family Has Served the Warrior Community through Entrepreneurship

The story of Masterpiece Studios, www.masterpiecestudiosnc.com, is about leveraging talent to bring value to the community. My wife, Jackie, grew up in dance and always wanted to have her own dance studio. Her passion in life has been all about teaching children the art of dance as an expression of the heart. To Jackie or Ms. Jackie, as her students call her, dance is just as much a form of worship as it is skill and performance. She taught at other studios for several years until we became fulltime missionaries and church planters. We didn't incorporate Jackie's talents into the life of our church plant and that was largely my fault. I was too busy trying to grow the church rather than the individual and my family including myself suffered because of it. When

we returned to North Carolina in 2004 I vowed to Jackie that we would make sure we incorporated the talents and gifting of our family into our next ministry opportunity.

We tried to partner with a couple of churches with a goal of bringing the performing arts into the life of the church but those attempts failed. In 2007, through prayer, we felt like we had a green light to open a for-profit business in the community. Amazingly, we identified a former dance studio storefront in our town that had been vacant for a few years, and that was the starting place for Masterpiece Studios. Our vision and focus come from Ephesians 2:10, “For we are God’s *masterpiece*. He has created us anew in Christ Jesus, so we can do the good things he planned for us long ago.” Through Jackie’s very special gift of teaching and relating to children and adults we started this new venture. I noticed something great in that transition and it was the fact that my wife came alive through this work because it was her God-given passion and dream. She found her niche, her place in His work. Our new family mission was about helping people realize their God-given dream, and using it to create a new life for themselves while inspiring other people along the way.

After our first year in business at Masterpiece we learned that my brigade, the 30th Heavy Brigade Combat Team of the North Carolina Army National Guard would be deployed to Iraq for a year as part of Operation Iraqi Freedom. Since a couple of our families had spouses that would be deploying as well, Jackie decided that a great way to appreciate their service to our country was by offering a scholarship towards their students’ tuition while they were deployed. I love the fact that my wife was willing to give back with her business. I believe God blesses us when we give back to others and

the Lord even returned the favor to us. My son's orthodontist found out I was deployed and he refused to charge us for services during that year. It saved us a lot of money!

Understanding that giving back in her business was a positive contribution Jackie looked for other ways to help those in need in her sphere of influence. From offering scholarships to ministry leaders and parents who lost jobs, to leading a clothes drive to help a family whose home burned down, we began to intentionally give back as our business allowed. This all started because we wanted to help Warriors. Because of Jackie's passion to dance and teach we found that we could use that as a catalyst to help others.

Leveraging Business and Networks to Bring Value to Warriors

I learned that I have the potential to create social capital as well as financial capital by leveraging my work to help others. The social capital is far superior to the financial capital. How did I do this?

In one year, from 2012 to 2013, I used my position and influence in real estate to increase the gross revenue of a warrior friend by about \$30,000. I'm certain that this figure was about half of his current salary so I was instrumental in boosting his income by 50% in that year. I hope he had a good accountant. All I did was refer home improvement type business to him that he converted into sales or cash. Do you think we bonded during that year? Do you think we have a better relationship with one another? I think I built up some social capital. This is just one warrior helping one other warrior.

I hired the spouse of a Warrior to do my design and artwork, create brochures, logos, and marketing. Since part of my business is servicing military and others in

uniform her husband is also a police officer, I wanted someone who could identify with my work and understand how people in uniform think and operate. Hiring this very talented lady brought instant value to my work and also increased her gross sales as a freelance artist.

Intentionally Structure Your Business to Empower Warriors

In a real estate transaction, you need several players: a good real estate agent of course, an attorney, a lender, a home inspector, a surveyor, and a pest inspector. You get the drift, right? I put all these vendors together on my team and requested that they not only give their best service but that they give my warriors a discount or rebate on pricing. I'm a warrior and I hate asking for a discount but I love it when it's offered. My clients don't have to ask. It's a given.

Create Value for Warriors

Every warrior that uses our services gets a commission rebate and excellent service as well as discounts from my vendors. And they get a real estate professional who understands them and will go to bat for them so they will have the opportunity for homeownership.

Giving Enables More Giving

In 2012 my total volume in real estate was a measly 1.9 million. That was my first year as a devoted, full-time real estate agent, and the beginning of a laser focused effort to help warriors in my sphere of influence. In 2013 I generated over 6.6 million in

volume and I finished 2015 with around 9 million in volume. Focus and teamwork were part of the upsurge but I believe it was the willingness to share with others that made the difference. God blesses us when we are willing to bless others. I want other warriors to experience and live in these principles of generosity.

Sharing in Meaningful Work

You've heard the old adage: Give a man a fish and he'll eat for a day, teach a man to fish and he'll eat for a lifetime. Let me turn this around. Teach a warrior a trade, and he or she will increase your social and financial capital dramatically. This is not exploitation, it is an act of compassion and synergy. Your work, your craft, is a gift from God. It doesn't just belong to you. It's yours to share with others. In fact, we are obligated to give ourselves to others. It's a by-product of being created in the image of God. It's part of being relational creations.

Love your neighbor as yourself

When you help others get what they want first you will, in the process, get what you want. Heard that before? Zig Ziglar was a big proponent of this idea.⁴ It's the basic premise of serving others. It is better to give than to receive. In Acts 20:35 Paul tells us "And I have been a constant example of how you can help those in need by working hard. You should remember the words of the Lord Jesus: 'It is more blessed to give than to receive.'" And when you do give be ready because the blessings are coming. When you

⁴Zig Ziglar, America's most influential and beloved encourager and believer that everyone could have, do and be more, <http://www.ziglar.com/about>.

honor others they will honor you. When you reach out to bless others you will be blessed.

When you begin to serve others you will love more.

There are three important questions every individual or organization seeking to help warriors should ask themselves as they venture into warrior soul care:

1. How can *you* empower a warrior?
2. How can *you* structure your nonprofit, business or investments to empower a warrior?
3. How can *you* create value for a warrior?

Notice I used warrior singularly. If each one of us will apply these principles with just one warrior we can empower a multitude of warriors today. Do you know what kind of impact that would be? It would be huge! Join me in this crusade to empower warriors through meaningful work.

CHAPTER 5

CHURCH-BASED PILOT PROGRAM FOR WARRIOR SOUL CARE

First Baptist Church Indian Trail, www.fbcit.org

Our long range vision at *Tour of Duty* is to create a movement among churches to provide spiritual care for our warriors and to develop an online community for warriors as a resource for coaching, mentorship, and networking in areas such as personal development and business building. We intend to be a connector entity, providing consultation to churches, non-profits, and for profit businesses.

Ministry to military members and warriors utilizes the same foundational truths and principles from the Bible to reach the lost and make disciples; just add camouflage. It's that simple theoretically, but not so easy practically. If I had to develop a formula for a successful ministry to the military and warrior community, it would look something like this: Biblical truth + Servant leadership + Camo = Tour of Duty. One must understand that ministry is progressive, not static. We should always be looking to grow, improve and advance when it comes to kingdom work. Steps have been taken to merge the age old foundational truths of God's word

Tour of Duty Tribe

Warrior Small Group Experience

Reaching the larger warrior community outside the church wasn't something we were anticipating so soon but it was exciting because we were connecting with a larger sphere of warriors. We found that as a result of meeting together as a church-based warrior small group, sharing stories with other warriors and spreading the news about

Tour of Duty we had a much larger reach outside the walls of the church. We had three committed warrior families from our church attending our ministry meetings and events but when we started hosting fellowship events outside the church our attendance increased five-fold. So, we tweaked our meetings and events to allow warriors in the community the opportunity to become involved. We started our group at the end of summer in 2014 and continued to meet regularly through spring of 2015.

Our Metrics

We have a presence not only in the community but online as well; therefore, we have ongoing communication with military members, warriors, and spouses who are experiencing difficulties in life or who just want to be part of a faith-based warrior group in the community. The following is a list of some of our ministry to warriors as a result of launching *Tour of Duty* at First Baptist Church, Indian Trail, NC; June, 2014 through March, 2015:

- 3 families committed to leadership in Tour of Duty*
- 2 professions of faith in Christ*
- 3 referrals to other churches*
- 1 referral to a military chaplain*
- 1 referral to Christian miscarriage counseling ministry*
- 3 referrals to a corporate mentorship program*
- 1 referral to a therapeutic sports camp*
- 2 referrals to corporate training and transition service*
- 1 ministry to a Vietnam warrior widow*
- 1 presence at church sponsored event*
- 2 home fellowships- averaged 30 in attendance at each fellowship*
- 1 speaking engagement at JAARS ministry headquarters in Waxhaw NC*
- 1 speaking engagement at Charlotte NC chapter of Daughters of the American Revolution*
- 1 wedding ceremony conducted for The Military Order of the Purple Heart, Chapter 634*
- 1 \$75 in funds raised for corporate training and transition services for warriors*

- 1 \$100 donation received from a Baptist association*
- 4 pastors expressing interest in a military and warrior ministry for their church*
- 1 attended regional Christian military ministry conference*
- 1 planning Warrior entrepreneur mastermind event in Charlotte NC*
- 1 planning a PTSD conference*

Our Lessons Learned

Be Flexible

We never gained any momentum meeting onsite at the church. The space just wasn't conducive to what we wanted to do. We had to meet at a local restaurant one week because our meeting room was locked. We discovered the secret. We decided to rotate our meetings at different restaurants around town so we could have conversation over dinner. It was a stretch for some to get there after work anyway so adding food was necessary. This scenario allowed for the best attendance. Conversation seemed to happen more easily around food. My advice is to really think strategically when you get war warriors together.

Think Strategically

One evening our TDY group met at a local Vietnamese restaurant near our church. I knew we had a couple of guests coming but I really didn't think about their background. We had three Vietnam War warriors meet us at this restaurant. Once it hit me, I gasped within myself for not thinking this through. But something beautiful happened. Instead of being angry about the war, these warriors started sharing their experiences in that war torn country not only with us but with the restaurant owner and her mother, the cook. Their stories of courage and heroism brought tears to the two Vietnamese restaurant owners. You see, they were liberated from that country by our

fellow American soldiers and they were more than appreciative. They began sharing their stories. The mother who spoke little English was crying and the rest of us fought back tears as well. Our little warrior group connected a few people from different parts of the world to have a moment of sharing and giving thanks to God. There are two Vietnam War caps hanging in that restaurant now because two of our guests gave them to the owners that night to show their appreciation for their freedom. Now that's incarnational ministry.

Warriors Attract Other Warriors

The makeup of our group was predominantly couples but we have attracted many warriors who have come without their spouses for reasons I'm not really sure of. But it doesn't matter, the point is they showed up. Naturally we are attracting other couples our own age and we understand that. Our goal is to have warriors from different age groups or wars to come into leadership so we can have a better representation.

Capitalize on Affinity Groups

We recognized that many of our warrior friends are small business owners so we are planning to host a weekly small group leadership breakfast for warrior business owners. A lot of warriors in our town have ventured into business for themselves so I want to create a group for them to lean on and from which they can get moral support.

The females in our group expressed an interest in having their own meeting or outing so plans are in the works for them to meet regularly as well. We understand that

women may feel more at liberty discussing some issues apart from the larger co-ed group. This additional group will be another avenue to reach warriors in our community.

Tour of Duty in our Church

How does one begin to develop and implement a military and warrior ministry in your church or faith community? This work was designed to help churches by eliminating the years of research that it takes to create and implement a new ministry. This research is the result of five years of reflecting on and engaging in military ministry. In this new paradigm you would join a community of churches engaged in military and warrior ministry while receiving the shell or concept of the ministry with training and coaching. We have developed the web presence, strategic partnerships with local and national warrior service providers, and a blueprint for incorporating this paradigm into the life of your church. It is up to each church to decide how the ministry will look and feel in your community. The areas of focus in this concept of ministry include personal and family counseling, career transition and employment services, entrepreneurship training, and networking, Christian discipleship training, financial education, and fitness education and training. A church can decide if they want to major or focus in one or more of these areas of need in a warrior's life.

Start With What You Have

Simply identify a warrior or group of warriors in your sphere and then understand what their current underlying needs are and then meet that need. It could be a spiritual need, a physical need or an emotional need that your church could rally around and

provide support. Look at the people in your congregation and determine what talents and skills you have within the church that you could capitalize on and start a ministry. If you have counselors in your congregation, then you might want to start a counseling ministry for warriors. If you have someone skilled in human resources and/or recruiting, you might think about an employment or career ministry for warriors. The point is to decide what you have and start there.

Warriors Follow Warriors

It is highly recommended that you select a warrior in your congregation to lead the effort. Most warriors will only talk to another warrior about their military service so you will want to have someone who has been there and worn the uniform. Not only that but you need a warrior who is passionate about helping other warriors and will go the extra mile to make it happen. You want someone who is called rather than someone just looking for a mission opportunity.

Reach Out to the Community

When the needs of the warrior community in your church or sphere exceed the resources within your congregation, then it is time to reach out to local community organizations that can help solve the problem. It's okay to ask and involve others for help. Your church will not have all the resources to deal with the complexity of warrior problems that are prevalent today. It is our duty to reach out and build networks that will bring others together for the cause of healing our warriors.

Ministry Ideas:

- Host a PTSD or Resiliency seminar in your region
- Referral Program- refer to other networks such as churches, mental health agencies or sponsor a warrior for counseling- refer and pay
- Mentorship program through your church
- Train and prepare local warriors to respond to community crises or disaster in local area.
- Adopt a warrior family in your community
- Partners In Care partnership - adopt a local armory and/or Chaplain

Collaborate With Other Churches

Networking with other churches who are providing ministry to warriors is encouraged for several reasons. Leveraging the skills and talents of people in other churches to solve a need in your community may just be the solution. For example, a healthcare worker from another church might come and host a seminar at your church to teach warriors how to sign up for healthcare services that are available but not easily accessible to warriors.

Networking with other churches in your region will better facilitate communication that will help reach more warriors for Christ. When families move between cities we can then refer them to a warrior friendly church in the area. Networking causes us to become more intentional and strategic in our efforts to provide ministry that will heal our warriors and give them hope for a better future.

Train Your Church

Make a point to teach your church on a regular basis how to reach warriors. It could be an informational video during or after Sunday services, a handout, or even a

series of classes. In short, you need to build the idea of reaching warriors into the DNA or life of the church.

Partner with a Mission or Cause in the Community

Lead your church to partner with a local mission endeavor to help a warrior cause in the community. You could partner with a soup kitchen or another organization dedicated to solving a warrior problem in the community. Ask local leaders including police or social service officials what issues they are facing when providing services to warriors; then form partnerships to help them. Venture Church of Dallas, NC partnered with their local schools to provide food backpacks for children who don't get proper nutrition at home.¹ They found a way to fill a need by partnering with their community.

Identify and/or Create Solutions (Ministries) in Your Community

Something wonderful happens when we collaborate or team up especially when doing good in the community. Together we can change the world through collaboration and strategic partnerships. A good friend of mine and ministry partner once said, "The resources are in the people." (James, Nevada Baptist Convention) I think he was reminding me that I shouldn't put my faith in buildings or systems but in people who are created in the image of God to do good works. This statement changed my mindset in ministry and in fact has changed my life.

¹ Learn more about Venture Church here <http://daretoventure.org/>.

Examples of Church/Community Projects:

A Church and Community Coming Together

WBTV, Channel 3 News, ran a story titled “Urban Garden Takes Local Food From Farm to Fork.”² Not far from uptown Charlotte, the second largest financial district in the nation, a small community garden called Seigle Farms is growing fresh produce in an area where fresh food is hard to find. The beauty behind the story is that a local restaurant and a church have partnered to provide this fresh food to the local community.

Last spring, Harvest Moon Grille and Seigle Avenue Presbyterian Church started working together, the restaurant teaching the local community how to grow healthy, fresh food and the church actually doing the work by providing the land and the workers. Only minutes after the produce is picked, usually on Saturdays, it is readily available for consumption at the restaurant. What a fantastic idea, the church reclaiming its land for its ecological value and better informed, healthy citizens. Not to mention good food you can purchase nearby.

Connect churches with community warriors who will devote their time to creating these “greenways” to serve the community and create revenue streams to pay for resources such as marriage retreats, financial seminars and family-friendly recreational outlets.

First, volunteers are needed so recruiting could take place at local police and fire stations as well as National Guard and US Army Reserve armories, not to mention the warriors at large in the community. Second, enlist churches who are willing to utilize

² “Urban Garden Takes Local Food from Farm to Fork,” Kristy Etheridge, WBTV, Dec. 9 2012.

part of their land as greenways. Last, find organizations willing to purchase the end product whether it is herbs, vegetables, plants, or fruits.

Include the Church in Community Affairs

The results of bringing the church and community together to alleviate a problem, to heal our warriors, can be a beautiful thing. We can actually change our communities. We can be advocates for healthier lifestyles, better church and community relationships, empowering warriors and their families, and so on. The church or faith community wins because they get to use their resources in Kingdom work and connect with their local communities. This concept could be further developed into an evangelism and/or discipleship program within the churches. Warriors win because it gives them a platform to serve and to raise funds needed to care for their families. Warriors may find themselves connecting to a local church through this initiative. Every church will not be a candidate nor have a vision for this kind of work but for those who will become involved they will find a niche for serving Christ and their communities respectively.

A great example of a church getting involved in helping warriors included a personal friend, Ashea Griffin, who led her church Life group to sponsor the cost of materials for a rock climbing wall for soldiers deployed to Iraq in 2009. Soldiers on our QRF (Quick Response Force) teams were in need of a recreational outlet on post that would get their minds off the grueling shifts they worked in order to give us force protection. These soldiers were constantly out on missions and this form of recreation brought great physical and mental/emotional relief. Through the resources and expertise among their teams they came together to build the rock climbing wall at COP Meade in

Iraq. This was one of the best tools for building resiliency I witnessed during our deployment. The rock wall was a visible testament to our soldiers and also an opportunity to share why the church cared for them and why a group of Christians were praying for their safety.

Tour of Duty as a Church Planting Tool

The North American Mission Board (www.namb.org), the largest protestant endorser of military chaplains, has begun an emphasis to recruit chaplains and lay warriors to start new works in and around U.S. military installations. Do something similar by selecting a few warriors in your church to be the core group for a new start. You don't have to be near a military installation. Remember, the Reserves and National Guard makeup over 85% of the American fighting forces, meaning, these military members live in our communities.

Retired military chaplains are prime for church planting because they have a great pension, have flexibility with their time, and have excellent leadership and pastoral skills. Contact your local VFW, American Legion or denominational office for their contact information.

Tour of Duty as Ministry Outpost or Outreach

Use warriors to establish a ministry presence for certain people groups, affinity groups or communities. Warriors are pros at setting up camp in strategic locations so put some thought into having a tribe start a Bible study, community program or networking group in areas that you're trying to canvass or with people you want to reach.

Connect With Us

Connect with *Tour of Duty* and we will partner with you as ministry consultants to give you the tools to help you get a viable military and warrior ministry off the ground and running. Contact us at www.tdyleader.com for more information.

Our Vision for the Future

We have great vision for the future of *Tour of Duty*, which includes a gathering space in the city and a farm/ranch facility in the country. This is our dream so we're leveraging strategic partnerships, entrepreneurship, and the church to help make this dream a reality.

The Warehouse

We will identify a building that has lots of space and is easily accessible to the warrior population in the Charlotte metro area. We want our location to house our corporate offices while acting as a shipping and receiving for literature and resources that will empower our warriors and churches. Additional space for a lab/reading room, banquet area, discipleship classes, offices, fitness equipment, and even childcare would be a huge bonus. As a holistic service provider to warriors we want to set the standard of excellence in everything that we do.

Freedom Farm and Family Bootcamp for Warriors

On a different level we need a place of rest and recovery for our warrior families to come and heal together. I envision a farm setting in the country, away from the hustle

and bustle of a city, providing a peaceful setting for reflection, reunion, and renewal. The Farm, a convenient drive from Charlotte-Douglas International Airport, will be a fully functioning, working farm with acreage for gardening and livestock. There will be a stocked fishing lake, a mini-golf course, shacks for lodging, and a barn that will serve as the primary gathering area for evening dinners, group talks, weddings, receptions, and housing for my family who will run the farm. The farm will be a blessing to the community and countless couples who will find newfound freedom in Christ and in their families and marriages.

Freedom Farm is the physical setting I envision for a “family bootcamp for warriors.” It is a safe place where struggling warrior couples can come and heal their marriages using God’s principles for marriage and family. Visiting the farm will be a time of healing, refreshment, and relaxation in an environment of love and encouragement. The Farm will serve as a refuge or safe place where military and warrior couples can come and experience three days of intensive, boot camp style, one on one coaching and mentoring. My family is committed to helping other families experience the peace and real life that God has waiting for them.

The Farm will also be a perfect meeting space for *Tour of Duty Leadership Network* staff retreats. Bringing our staff and affiliating churches to The Farm for annual retreats would allow them to have the same experience our warriors receive. Our affiliating churches would have priority in referring military and warrior families in need.

We will welcome referrals from pastors, key church leaders, and military chaplains. We will develop partnerships with church and ministry leaders through

speaking engagements and word of mouth advertisement. The Farm will be a ministry extension of *Tour of Duty*.

APPENDIX

PTSD Seminar- Goldsboro NC

One-day event on Friday

Coming Home: PTSD Conference Schedule

0800-0830- Vendor Setup
0830-0900- Registration Begins
0900- 0915- Prayer/Opening Remarks/Keynote Speaker
0915-1030- Session I
1030-1050- Break
1050-1205- Session II
1205- 1250- Lunch
1250-1405- Session III
1405-1425- Break
1425-1500- Session IV
1500- Conference ends

We discovered it was more beneficial to hold this event on a Friday so government officials could more easily fit it in their schedules. Offering a lunch-provided event allowed us to spend more time in conference and kept participants together. We kept the sessions short and impactful to benefit those suffering with PTSD. We invited vendors who lined the halls with great materials for understanding PTSD. Everything and everyone involved was placed there strategically because they brought solutions to the discussion.

Community Service Project

In conjunction with the PTSD seminar there was a built-in initiative to raise hundreds of hand/foot warmers for Seymour-Johnson Airmen who are serving in Afghanistan. It is very cold there and the nature of the work requires our airmen to be out in the cold for extended periods of time. We are asking for your help in this project. Please bring a hand/foot warmer set with you to the conference on Jan. 7 and we will

hand them off to the base for a quick delivery to Afghanistan. You can purchase a set of two hand/foot warmers at Walmart in the sporting goods section for \$1.97. Warm up the lives of those who are serving this great country on the front lines. If your church small group, Sunday school class, worksite, etc. would like to participate in this project then have them send a package of hand warmers to Madison Avenue Baptist Church, 300 S. Madison Avenue, Goldsboro NC 27530 by Jan. 7th. Thank you for your participation.

Conference location: Madison Avenue Baptist Church, 300 S. Madison Avenue, Goldsboro NC 27530

Why is the NC Baptist Military & Chaplaincy Ministry hosting this conference? To raise awareness and enlist local churches and non-profit organizations to minister to our returning war warriors and their families.

Who will be there?

Local church leaders

Small group leaders

Military servicemen and women

Military family members

Mental health providers

Licensed counselors

Military Chaplains

Supporting the effort:

NC Baptist Military & Chaplaincy Ministry

NC Army National Guard Chaplaincy

USAF Chaplaincy-Seymour-Johnson AFB

Durham VA Medical Center

Military Ministry-Campus Crusade for Christ

Spiritual Reactions May Include the Following:

- Confusion and questions about God
- Altered sense of meaning in/of life
- Significant feelings of grief and loss
- Loss of previously sustained beliefs
- Feelings of ineffectiveness, shame, despair, hopelessness
- Feeling permanently damaged
- Feelings of guilt
- Confusion about core ethical beliefs

Purpose of This Workshop:

Our purpose is to provide you with information that will help you in better understanding the needs of our returning warriors.

Objectives:

At the conclusion of this workshop, participants should be able to:

- Understand Post Traumatic Stress injuries and how they affect individuals and their families.

- Understand Traumatic Brain Injury.
- Understand warning signs of suicide and methods of suicide prevention.
- Understand reintegration challenges facing warriors and their families.
- Understand how you as either a clergy or layperson can help minister to a returning warrior.

Audience:

This workshop is designed for the benefit of both clergy and laypersons who are involved with or have an interest in ministering to our returning warriors.

Outcome of the Conference

The outcome of the conference was a huge success both to the military and helping organization community. About eighty mental health, counseling, and military professionals converged upon this church hosted event near the Seymour-Johnson Air Base. The conference was jam-packed with vendors providing valuable literature about PTSD, speakers sharing their stories and findings from research, and loved ones showing up to understand PTSD and its potentially devastating effects upon service members and warriors.

PTSD Conference Survey

We sent a survey to the conference attendees via email through Survey Monkey a few days after the conference concluded to get feedback on the quality of the conference. The following results were posted on Survey Monkey.

1. How meaningful was the topic of the conference?

answered question	18
skipped question	0
Response	

Percent	Response Count
Very Much	100.0% 18
Sort Of	0.0% 0
Not Much	0.0% 0
Not at all	0.0% 0

2. What was your opinion of the conference length?

answered question	18
skipped question	0
Response	

Percent	Response Count
Too long	0.0% 0
Not long enough	22.2% 4
Too short	0.0% 0
Just right	77.8% 14

3. What did you like best about Dr. John Oliver's lecture?

answered question	18
skipped question	0
Response	

Percent	Response Count
Powerpoint notes	16.7% 3
Videos	11.1% 2
Experiences	11.1% 2
Lecture	61.1% 11

4. What did you like best about Chaplain Jim Johnson's participation in the conference?

answered question	17
skipped question	1
Response	

	Percent	Response	Count
His Experiences	94.1%	16	
His Lecture	0.0%	0	
His Resources	5.9%	1	

5. Was the lunch adequate?

	Response	Count
answered question	18	
skipped question	0	

	Response	Count
Yes	88.9%	16
No	11.1%	2

6. How far would you drive to attend this conference again?

	Response	Count
answered question	18	
skipped question	0	

	Response	Count
I wouldn't	0.0%	0
10-15 miles	5.6%	1
50-100 miles	66.7%	12
100-200 miles	27.8%	5

7. If we extended the length of the conference then what activity would you like to have more time participating in?

	Response	Count
answered question	18	
skipped question	0	

	Response	Count
Lecture	50.0%	9
Ice breaker	11.1%	2
Song and Music	5.6%	1
Videos/PPT	38.9%	7

8. What was your impression of our vendors?

	Response	Count
answered question	18	
skipped question	0	

	Response	Count
A benefit to the conference	83.3%	15
Not a benefit to the conference	11.1%	2
Not enough vendors	5.6%	1

Too many vendors	0.0% 0
------------------	--------

9. What was your impression of our conference facilities?

1. Good. Fri, Jan 21, 2011 10:42 AM
2. Conference room fine. Maybe put registration just inside entranceway and put nothing at end of passageway to avoid congestion at that corner. Would be nicer if vendors could all go into a room off the main passageway -- if there is one. I would not, however, move them to a location upstairs or more than a few steps away from the main passageway. Fri, Jan 21, 2011 6:58 AM
3. Excellent facilities. Fri, Jan 21, 2011 3:00 AM
4. Excellent Thu, Jan 20, 2011 7:29 PM
5. I believe the facilities were adequate for the number of participants. If the facility were larger, more people could have attended. Thu, Jan 20, 2011 2:42 P
6. Adequate Thu, Jan 20, 2011 2:09 PM
7. It was nice to have it in a church setting like it was. Thu, Jan 20, 2011 1:48 PM
8. Very friendly and accommodating hosts! Thu, Jan 20, 2011 1:48 PM
9. I thought they were quite adequate and comfortable. Thu, Jan 20, 2011 1:36 PM
10. Thought we could have handled the 120 we were hoping for, but many more than that would have been too many. Thu, J
11. Conference room worked out very well for this event. Big enough for the crowd, good A/V support, and right by the kitchen so that serving lunch went smoothly. However, the hallway to the fellowship hall was very congested because the vendor tables were located there. The church staff was also very gracious and welcoming. Thu, Jan 20, 2011 9:36 AM
12. It was superb Thu, Jan 20, 2011 9:28 AM
13. The setting was an ideal place. Thu, Jan 20, 2011 9:23 AM
14. Excellent facilities, plenty of room, a bit too cold! Thu, Jan 20, 2011 8:35 AM
15. comfortable Thu, Jan 20, 2011 8:19 AM
16. The conference facilities were adequate. Thu, Jan 20, 2011 8:16 AM
17. Good Thu, Jan 20, 2011 8:15 AM
18. Very nice

10. What would you change about the conference?

answered question 18

skipped question 0

Response Count

Hide Responses

18

1. The way it ended. I didn't realize the lecture part was over when Chaplain Johnson gave his experiences, and that the conf. was over with a song. Would like more info on how to ID possible symptoms too. Other than that, it was a good event. Fri, Jan 21, 2011 10:42 AM
2. I would give to each attendee a copy of the PowerPoint with space for note-taking at the beginning of the conference. This would make it possible for compulsive note-takers like me to know what I already have and don't have which will free me to pay

closer attention to the lecture and overall enjoy the experience more. I do not recall an announcement at the beginning regarding the availability or non-availability of the PowerPoint, but even if I had known it would be available after the conference, I would still have been concerned about what it included or didn't. Fri, Jan 21, 2011 6:58 AM

3. Nothing that I could think of. Fri, Jan 21, 2011 3:00 AM

4. Need more time Thu, Jan 20, 2011 7:29 PM

5. nothing Thu, Jan 20, 2011 2:42 PM

6. Nothing Thu, Jan 20, 2011 2:09 PM

7. Nothing. Thu, Jan 20, 2011 1:48 PM

8. Very little Thu, Jan 20, 2011 1:48 PM

9. If a PTSD military member, recently diagnosed, would come and tell their personal experience (not related to what they engaged in during war) of becoming aware of their symptoms, the path they are on (medically and spiritually) to deal with the disorder and how they feel they're now perceived by friends, family, etc., it would be a wonderful addition. The program was excellent and Dr. Oliver was instrumental in making it so. I also bought and have read Dr. Johnson's book and if some of its excerpts could be tied to the slides and lecture, I believe it would go a long way in strengthening understanding of this terrible disorder. Thu, Jan 20, 2011 1:36 PM

10. We want to continue to help provide this type of training in our community. Thanks for all you did Tommy.

11. Relocate the vendor tables. Perhaps put them all together in a room that is big enough to house them and still facilitate traffic flow. Possibly move the registration table to just inside the conference area rather than place it just outside the entrance way. Thu, Jan 20, 2011 9:36 AM

12. Not a thing. This was a very finely planned and executed event. You should have more of them, and to a broader audience of churches. The mix of dominations was also noteworthy. Great job. Thu, Jan 20, 2011 9:28 AM

13. More involvement to get to know everyone that is attending. Like the interaction toward the end of the conference w/the yarn and hearing everyone's comments. Thu, Jan 20, 2011 9:23 AM

14. More emphasis on first aid. Ideas for helping a counselee whose initial need is presented to a chaplain that is not a therapist or that might need help, but not a full blown diagnosis. Thu, Jan 20, 2011 8:35 AM

15. nothing Thu, Jan 20, 2011 8:19 AM

16. Clear any technical/AV problems before the conference. Thu, Jan 20, 2011 8:16 AM

17. It was good but maybe less time with other things and speakers which took away from the main presenter. Thu, Jan 20, 2011 8:15 AM

18. Need directional signs outside

BIBLIOGRAPHY

- Alexander, Robert W. *The Gospel-Centered Life at Work: Leader's Guide*. Greensboro, NC: New Growth Press. 2014
- “Army Disciplines Chaplain for Mentioning God.” *Before It's News | Alternative News | UFO Beyond Science | True News| Prophecy News | People Powered News*. Accessed January 13, 2014. <http://beforeitsnews.com/politics/2014/12/military-chaplin-disciplined-for-mentioning-faith-2676480.html>.
- Blue Star Families*, “2014 Military Family Lifestyle Survey Results”. Accessed January 13, 2016. <https://bluestarfam.org/blog/2014-military-family-lifestyle-survey-results>
- Briner, Bob. *Roaring Lambs: A Gentle Plan to Radically Change Your World*. Grand Rapids, MI: Zondervan Publishing House, 2000.
- “Catalyst.” *Merriam-Webster*. Merriam-Webster, 11th Ed, n.d. Accessed January 13, 2016. <http://www.merriam-webster.com/>.
- “Combat Trauma PTSD Sufferers.” *Cru Military*. Accessed January 13, 2016. <http://crumilitary.org/find-community/combat-trauma-ptsd-sufferers/>
- “Community.” *Merriam-Webster*. Merriam-Webster, 11th Ed, n.d. Accessed January 13, 2016. <http://www.merriam-webster.com/>.
- “Continue to Combat Suicide among Troops and Veterans.” *Iraq and Afghanistan Veterans of America*. Accessed January 13, 2016. <http://iava.org/continue-to-combat-suicide-among-troops-and-veterans/>.
- “Data Snapshot North Carolina Warriors.” *Carolina Demography*. <http://demography.cpc.unc.edu/2013/11/11/data-snapshot-north-carolina-warriors>.
- “Employ the New Greatest Generation Iava Recommendations.” *Iraq and Afghanistan Veterans of America*. Accessed January 13, 2016. <http://iava.org/employ-the-new-greatest-generation-iava-recommendations/>.
- Erisman, A. M. *The Accidental Executive: Lessons on Business, Faith, and Calling from the Life of Joseph*. Peabody, MA: Hendrickson Publishers, 2015.
- “Free Conferencing | Web Conferencing |Freeconferencing.Com.” *Free Conferencing | Web Conferencing |Freeconferencing.Com*. Accessed January 13, 2016. <http://www.freeconferencing.com/>.
- Gill, David W. *Becoming Good: Building Moral Character*. Downers Grove, IL: InterVarsity, 2000.
- Godin, Seth. *Tribes: We Need You to Lead Us*. New York, NY. Penguin Group, 2008.

- Hammett, Edward H. *Spiritual Leadership in a Secular Age: Building Bridges Instead of Barriers*. St. Louis, MO: Lake Hickory Resources, 2005.
- “Homepage”. *Military Missions Network*. Homepage. Accessed January 13, 2016.
<http://militarymissionsnetwork.com/>.
- “Homepage.” *Operation At Ease*. Accessed January 13, 2016.
<http://www.oaeamerica.org/>.
- “IN SERVICE TO THOSE WHO HAVE SERVED.” *IVMF*. Accessed January 13, 2016.
<http://vets.syr.edu/#dtys5myehz7lhofe.99>.
- “Intentional Living Lecture”. John Maxwell, Live Certification Event.” Orlando: Florida, August 10, 2015.
- Jones, Larry E. *Religious Support Study*. Working paper. Office of the State Chaplain, North Carolina National Guard Report. Raleigh, NC, 2010.
- Kawasaki, Guy. *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. New York: Portfolio, 2004.
- Keller, Gary and Papasan, Jay. *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results*. Bard Press, Austin, TX, 2013.
- Keller, Timothy. “*Why Work Matters.*” Gospel and Culture Lectures. Redeemer Center for Faith and Work You Tube Video, Accessed January 3, 2016.
<https://www.youtube.com/watch?v=rTVIvdBIuLE>
- Kinghorn, Warren. “7 Practical Things The Church Can Do for Warriors.” *Christianity Today* 59, no. 5 (June 2015): 40.
- Lubold, Gordon. "U.S. to Expand Military Lending Act in Effort to Protect Service Members." *WSJ*. n.p., n.d. Web. Accessed Jan.24, 2016.
<http://www.wsj.com/articles/u-s-to-expand-military-lending-act-in-effort-to-protect-service-members-1437472801>.
- “On Coaching”. Martinelli, Paul, Live Certification Event.” Orlando: Florida, August 8, 2015.
- Maxwell, John C. *Developing the Leader Within You*. Nashville, TN: T. Nelson, 1993.
- “Military.” *Dave Ramsey Homepage - daveramsey.Com*. Accessed January 13, 2016.
<http://www.daveramsey.com/home/>.
- “Military Proselytizing Army Chaplain.” *Huffington Post*. Accessed July 2, 2015.
http://www.huffingtonpost.com/2012/10/02/military-proselytizing-army-chaplain_n_1930703.html.
- Parnell, Sean, and John R. Bruning. *Outlaw Platoon: Heroes, Renegades, Infidels, and the Brotherhood of War in Afghanistan*. New York, NY: William Morrow, 2012.

- Peel, William Carr., and Walter L. Larimore. *Workplace Grace: Becoming a Spiritual Influence at Work*. Grand Rapids, MI: Zondervan, 2010.
- Rammell, Austin. "Rocked Out." *Venture*. Accessed January 13, 2016.
<http://daretoventure.org/>.
- Sevenly | Designs To Inspire Positivity and Change™." *Sevenly*. Accessed January 13, 2016. <http://www.sevenly.org/>.
- Statistical Abstract of the United States 2012*. United States Govt. Printing Office, 2011.
- Strickland, Brian. "Panthers NFL's First Purple Heart Team." *Audio RSS*. n.p., n.d. Web. 24 Jan. 2016.
- The Economic Impact of the Military on North Carolina." *LEAD*. Accessed January 13, 2016. <http://www.ncommerce.com/lead>.
- Tick, Edward. *War And the Soul: Healing Our Nation's Veterans from Post-Traumatic Stress Disorder*. Wheaton, IL: Quest Books, 2005.
- "Training Magazine Names Keller Williams 1 Training Organization World," Web log, *Blog.Kw.Com*, n.d., Accessed 15 June 2015.
<http://blog.kw.com/2015/02/10/training-magazine-names-keller-williams-1-training-organization-world/>.
- "Urban Garden Takes Local Food from Farm to Fork." Kristy Etheridge, WBTV, Dec. 9 2012. Accessed November 20, 2012.
<http://www.wbtv.com/story/20057621/urban-garden-takes-local-food-from-farm-to-fork?clienttype=printable>
- US Census Bureau 2011. <http://www.census.gov/prod/2011pubs/12statab/defense.pdf>. 08 August 2014.
- "Veterans Statistics: PTSD, Depression, TBI, Suicide." *Veterans PTSD Statistics*. Accessed January 13, 2016. <http://veteransandptsd.com/ptsd-statistics.html>.
- "Web Ministry Assisting Christians To Practice Their Faith in the Workplace and in Daily Life." *Welcome To The Other 6 Days Ministry*. Last modified 2007. Accessed January 13, 2016. <http://theother6days.com/web/>.
- "Youth Sports Programs & Kids Sports Leagues - Upward Sports. *Youth Sports Programs & Kids Sports Leagues - Upward Sports*. Accessed January 13, 2016. <http://www.upward.org/>.
- Ziglar, Zig. Quote, *RSS*. Accessed January 13, 2016. <http://www.ziglar.com/about>.

VITA

Thomas Lee Watson Jr., born on January 28, 1967 in Hamlet, North Carolina, currently serves in the North Carolina Army National Guard as the Brigade Chaplain for the 130th Maneuver Enhancement Brigade in Charlotte, North Carolina, an Adjunct Instructor for the Master of Science Leadership program in the College of Professional Studies at Northeastern University, and as a Certified Coach, Mentor, and Speaker with the John Maxwell Team. He and his wife currently own businesses in Real Estate and Fine Arts and operate them as ministry outreach opportunities while providing outlets for their entrepreneurial and artistic passion.

Thomas holds a B.A. in Sociology/Criminal Justice from University of North Carolina at Pembroke and a Master of Divinity from Southeastern Baptist Theological Seminary in Wake Forest, NC. He has completed five years of work towards a Doctor of Ministry in Workplace Ethics, Theology, and Leadership with expected graduation in May 2016, at Gordon-Conwell Theological Seminary in South Hamilton, MA. Thomas is married to Jackie from New Bern, NC and has three beautiful kids, Caleb (16), Karis (13), and Zeke (5), who reside with him in Indian Trail, NC.